# Request for Proposals
# for
# Workforce Competitiveness Trust Fund
# Addressing the Middle Skills Gap Grant Program

## Issued by
## Commonwealth Corporation
## Funded by the Workforce Competitiveness Trust Fund (WCTF)

| | |
|---|---|
| **RESPONSES DUE:** | January 9, 2013, 12:00 p.m.<br><br>E-mail electronic submission to: srs@commcorp.org<br>("WCTF Proposal" must appear in the e-mail subject line) |
| **OPTIONAL BIDDERS' WEBINAR:** | October 19, 2012 at 10:00 a.m. |
| **CONTACT:** | Theresa Rowland<br>Commonwealth Corporation<br>2 Oliver Street, 5th Floor<br>Boston, MA 02109<br>trowland@commcorp.org<br>617-717-6928 |
| **WEBSITE:** | www.commcorp.org |

# WORKFORCE COMPETITIVENESS TRUST FUND
# ADDRESSING THE MIDDLE SKILLS GAP GRANT PROGRAM

## REQUEST FOR PROPOSALS

## TABLE OF CONTENTS

# WORKFORCE COMPETITIVENESS TRUST FUND
# REQUEST FOR PROPOSALS

## SECTION ONE: OVERVIEW

***A.*** ***Purpose***: *The Addressing the Middle Skills Gap Grant Program* is designed to address the gap between the skills held by workers and the skills needed by employers for jobs that require more than a high school diploma but less than the equivalent of a 4-year degree.

***B.*** ***Program Sponsors:*** This solicitation is offered by the Executive Office of Labor and Workforce Development. The grant program is funded by the Workforce Competitiveness Trust Fund and administered by Commonwealth Corporation.

***C.*** ***Target Populations:*** Grant funds may be used to train Massachusetts residents who are either un/underemployed or disconnected young adults. Applicants may also propose to allocate a portion of their grant funds to train incumbent workers who are either Massachusetts residents or work in a Massachusetts establishment. Please see Section 3 for more information.

***D.*** ***Funding Availability***: $4.5 million is available and will be awarded based on the Regional Funding Allocation, as described in Section 5. Individual grant awards will not exceed $350,000.

***E.*** ***Match Requirement***: Awardees will be required to provide a 30% match on total awarded funds. Please see Section 5 for more information.

***F.*** ***Duration of Contract(s)***: Contracts will be issued for a maximum duration of 3 years. All training and placement activity must be concluded by the end of the second year; post-placement support must be provided to each participant for one year. This may continue into and potentially through the end of the third grant year.

***G.*** ***Application Deadline***: Letters of Intent are required, and due by November 19, 2012 by 5 p.m. Applications are due by January 9, 2013 at 12:00 p.m. Please see Section 6 for more information.

***H.*** ***Clarification Period***: Questions about the Workforce Competitiveness Trust Fund Request for Proposals will be accepted in writing from October 5, 2012 through December 19, 2012. Please submit questions via e-mail to Theresa Rowland at trowland@commcorp.org. Please see Section 6 for more information.

***I.*** ***Schedule:***

| | |
|---|---|
| Request for Proposals Released | October 5, 2012 |
| Bidders' Webinar | October 19, 2012 |
| Required Letter of Intent Due | November 19, 2012 |
| Responses (Proposals) Due | January 9, 2013 |
| Applicants Notified of Status | April 1, 2013 |
| Anticipated Contract Start Date | May 1, 2013 |
| Training Delivery Ends | April 30, 2015 |
| Contract End Date | April 30, 2016 |

## SECTION TWO: ELIGIBLE APPLICANTS & CLUSTER PARTNERS

A. ***Eligible Lead Applicants*:** Lead applicants must be one of the following organizations with operations in Massachusetts:
   - Employers with operations in Massachusetts and that employ Massachusetts residents
   - Business or Industry Associations
   - Local workforce investment boards
   - Labor organizations
   - Community-based organizations, including adult basic education providers
   - Institutions of higher education
   - Vocational education institutions
   - One-stop career centers
   - Local workforce development entities
   - Non-profit education, training and other service providers

   An organization may not be the lead applicant for more than one application. Organizations may propose to participate as partners on more than one application.

B. ***Lead Applicant Responsibilities:*** Lead applicants must meet the following eligibility criteria:
   - Have a commitment to work collaboratively with Commonwealth Corporation to ensure that the program meets participants' needs <u>and</u> achieves planned outcomes.
   - Convene the partners to achieve the overall project goals, including, but not limited to, coordinating the design of the project, developing an appropriate budget, negotiating agreement of the project performance management measures, developing the middle skills gap workforce development priorities work plan, and coordinating all activities of the project.
   - Collect and report all required data and participate in the overall evaluation of the project.
   - Have operational and fiscal capacity to manage public funds as documented by submission of the organization's most recent audited financial statement.

C. ***Required Industry Cluster Partners:*** Partnerships must include all of the following partners:
   - A minimum of two businesses with operations in Massachusetts and that employ Massachusetts residents in the target industry
   - A workforce investment board
   - A public educational institution including a community college
   - A career center
   - A vocational technical high school
   - Regional/local fiscal agent for the Workforce Investment Act
   - If workers at a participating employer are covered by a collective bargaining agreement, the labor union representing those workers must be a member of the partnership.

Applicants are encouraged to identify additional cluster partners that are critical to the sector and the target populations and that will add value to the partnership. Other potential partners may include community based organizations, private institutions of higher education, adult basic education providers, local economic development agencies and professional/trade associations.

***Industry Cluster Partner Roles & Responsibilities:*** Applicants and their partners must commit to working together and serving as a cluster for the targeted industry in their region. They must work together to design and implement the proposed training program, achieve and document employment outcomes and develop a middle skills gap workforce development priorities work plan, which is described in greater detail in Section 3M. Collectively, the cluster partners must have the required experience, capacity and expertise to accomplish these goals. Existing partnerships are eligible to apply and should add any required cluster partners that may not already be a member of their partnership. Applicants must demonstrate that their cluster partnership has the following capacity and is committed to serving in this role in the partnership:

- One or more organizations having expertise with and demonstrated success in engaging the target population
- One or more organizations with screening, case management and job development expertise and experience
- One or more organizations that provide occupational skills training relevant to the industry and occupations targeted for job placement
- Businesses with relevant workforce needs committed to engage in program design and continuous program quality improvement
- Businesses with relevant workforce needs committed to interviewing, providing feedback and hiring participants who complete the program
- Businesses with relevant workforce needs committed to providing supervised work experience for participants
- Businesses with relevant workforce needs committed to providing advancement opportunities for their incumbent workers, including wage gains
- Partners committed to working together to develop the middle skills gap workforce development priorities work plan
- Businesses with relevant workforce needs committed to evaluating the impact the training program has on their business

Industry Cluster Partnerships must have formal agreements about the process for decision-making and the roles, responsibilities, commitment and contributions (financial and other) of each partner. Each partner must sign the Memorandum of Agreement (MOA) outlining their role during the project. These MOAs must be included in the Grant Application Package.

# SECTION THREE: PROGRAM DESIGN REQUIREMENTS

A. ***About the Initiative:*** The Workforce Competitiveness Trust Fund (WCTF) was created by the Legislature in 2006 to develop training pipelines to meet the skill needs of businesses in high demand occupations. It supports partnerships of employers, education and workforce organizations to train and upgrade the skills of new and incumbent workers. This state-funded initiative is administered by Commonwealth Corporation on behalf of the Executive Office of Labor and Workforce Development. The Massachusetts Legislature established the WCTF with two goals in mind:

   - To improve the competitive stature of Massachusetts businesses by improving the skills of current and future workers, and
   - To improve access to well-paying jobs and long-term career success for all residents of Massachusetts, especially those who experience structural, social, and educational barriers to employment success.

   The Addressing the Middle Skills Gap Grant Program is funded through an appropriation in the Economic Development Act passed by the Legislature and signed into law by Governor Patrick on August 7, 2012. It is designed to address the gap between the skills held by workers and the skills needed by employers for jobs that require more than a high school diploma but less than the equivalent of a 4-year degree, commonly referred to as the "middle skills gap."

B. ***Goals of the Grant Program:*** Commonwealth Corporation seeks proposals from applicants who can work collaboratively through industry cluster partnerships to:

   1. Implement a training strategy that will:
      - Train and place un/underemployed Massachusetts residents into unsubsidized jobs and/or
      - Train and place disconnected young adults into unsubsidized jobs and
      - Train and support incumbent workers to advance to higher wage jobs and
   2. Benefit participating business partners
   3. Develop new systems, programs or partnerships that last beyond the life of the grant

   The new provisions of WCTF emphasize that, to tackle the middle skills gap, planning is needed by *partnerships of key stakeholders in relevant geographic clusters*. The WCTF provides that, for purposes of obtaining grant funding, the stakeholders in these geographic clusters must designate a lead partner and present a joint application. These rigorous requirements ensure effective local decision-making about key issues -- what skills are most needed locally, how they should be provided and to whom, and which employers will be at the table.

   The partnerships envisioned in the new law are expected to create "***multiple and seamless pathways to employment***." A pathway is a "*sequence of organized learning and work experiences through which a person progresses to gain all of the skills needed for access to a* *successful career."*[1] The focus in WCTF on ***multiple*** pathways asks grant applicants to coordinate local efforts. Systems of multiple pathways involve sharing information among stakeholders about existing and planned training, education and supportive services, and the creation of linkages between and among them. A multiple pathways approach to the middle skills gap offers the prospect for efficiency and coherence, for reaching the people most in need for new skills, and for meeting businesses' workforce needs.

Therefore the Economic Development Act and this RFP address: 1) the need for shared decision-making by key local leaders through partnership, 2) the importance of many pathways for our residents to gain the critical skills needed for jobs in demand, and 3) efficient use of existing resources, to be complemented by new funds available through the Act's appropriation. Effective planning is a key aspect of this initiative, and partnerships will be required to sustain a planning role over the life of the grant.

***C. Target Sector & Occupations:*** Applicants must identify an industry sector and set of occupations within that sector to target with these grant funds. Applicants should include information from regional employers, such as current and projected vacancies and any projected increase in demand for the targeted occupations and skills, as well as credentials required for entry, to demonstrate that the industry is of critical importance to the region and that there is a need for the proposed training program.

***D. Target Populations:*** Grant funds may be used to train Massachusetts residents who are un/underemployed or, disconnected young adults. Applicants may also propose to allocate a portion of grant funds to train incumbent workers who are either Massachusetts residents or work in a Massachusetts establishment. Consistent with the intent of the Economic Development Act, programs should be designed to provide services to individuals who do not yet possess an associate's degree or higher level degree. Once a grant program is funded applicants may not provide services to any individual who already has an associate's degree or higher level degree, without prior permission from Commonwealth Corporation.

Although Massachusetts has made significant progress in recovering from the recession, populations that were already facing barriers to employment prior to the recession were the hardest hit during the recession and continue to face these barriers to employment. For this reason serving un/underemployed and disconnected young adults is a priority for this funding. Applicants may propose to serve a mix of all three populations but, if proposing to serve incumbent workers, should, as a guideline, allocate no more than 15% of their budget to serve incumbent workers.

For the purposes of this application each population is defined as follows:

**Un/Underemployed Residents:** For the purposes of this grant program unemployed and underemployed participants are included in the same target population category since the intended outcome for both types of participants is a job in the target sector.
An unemployed individual is defined as an individual who is not currently employed. An underemployed individual is defined as an individual who is working outside the target sector

[1] Operating definition used by Commonwealth Corporation for various initiatives in Massachusetts for education and training.

and earning less than a self-sustaining wage. As a guideline, the United States Department of Labor defines the Lower Living Standard Income Levels for the Boston-Brockton-Nashua Metro Statistical Area as $14,593 for a family of one; $23,917 for a family of two; $35,135 for a family of three; and $43,364 for a family of four.

**Disconnected Young Adult:** A disconnected young adult is defined as an individual who is at least 17 years of age and not older than 24 years of age and who is not enrolled in school or employed.

**Incumbent Worker:** An incumbent worker is defined as an individual who is working in the target sector.

In addition to identifying the employment status of the participants applicants intend to serve, applicants may also propose to work with a sub-set of this population, including older workers, low-wage workers, veterans, homeless individuals or individuals who are living in shelters, unemployment insurance claimants, TANF recipients, low-income individuals and persons with disabilities. In addition, applicants may utilize a portion of the funds to provide career awareness and training to middle school and high school youth. Bidders are especially encouraged to propose working with veterans.

***E. Importance of Employment Outcomes:*** We have listed below, in Sections 3F-3K, the program design requirements and expected outcomes for each of the three target populations. The investment of these grant funds must result in measureable participant employment outcomes.

- For un/underemployed individuals and disconnected young adults this is a job in the targeted industry.
- For incumbent workers this is a wage gain or promotion (with an accompanying wage gain) that is related to new skills and competencies received through training. Wage gains do not include one-time bonuses or cost of living adjustments.

Applicants must make employment outcomes a focus of any proposed program and ensure that the partnership has the capacity, realistic commitments and resources to achieve the proposed employment outcomes. Applicants may propose performance rates that are higher or lower than those detailed in Sections 3G, 3I & 3K. Any applicant that proposes a lower set of performance rates must explain why the proposed lower rates are appropriate for the proposed target population and proposed program design. This explanation should cite specific performance rates documented for a similar program design, serving a similar population, and is the basis for the proposed performance rates.

Each organization that is awarded funds will, during the contract negotiation period, be required to establish interim performance benchmarks which Commonwealth Corporation will use to assess program performance and the likelihood that the grantee will reach the required employment outcomes.

***F. Un/Underemployed Residents Program Design Requirements:*** Applicants that propose to serve un/underemployed individuals are required to include the following elements and services in their program design.

- Develop and implement a recruitment, assessment and selection process that ensures:
  - Individuals selected to participate in the program are willing and able to work
  - Individuals are aware of the target occupation(s)' job description(s), duties, physical requirements, schedule and work environment(s) prior to applying to the program
  - Individuals have the pre-requisite skills, or can be referred to and complete a program to attain these skills, prior to enrolling in the program
- Provide training that addresses the employers' workforce needs, prepare participants for success in the targeted occupation(s), optimize opportunities for participant learning and career development, and help to achieve placement for participants. This may include:
  - Basic education, including ABE, GED, ESOL, math, computers/technology contextualized to the industry and occupation(s)
  - Vocational training
  - Post-secondary education and credentialing
  - Apprenticeship
  - Formal on-the-job training, as described in WIA section 101 (31)
- Engage employers in identifying job openings, participating in program design and/or delivery, and signing the Memorandum of Agreement committing to hiring a specific number of participants
- Assign a job developer who is responsible for active outreach to and engagement with employers to identify and secure unsubsidized job placements for program participants, including, if relevant to the industry, unsubsidized jobs through employment agencies
- Provide support services to participants, when needed, including transportation and childcare, to alleviate barriers to participation
- Provide case management and maintain case notes for each participant
- Provide 1 year post-placement case management and support to participants, including but not limited to employment retention and re-employment assistance
- Document employment retention at 30 days, 3 months, 6 months, 9 months and 1 year after initial placement
- Provide a minimum of two weeks of work experience, including paid and un-paid internships, and formal on-the-job training. Work experience is a critical component of the placement strategy. It provides employers an opportunity to evaluate a participant's experience and skill sets prior to hiring the individual permanently. It also provides individuals with a resume building experience that demonstrates their classroom skill attainment and past work experience and existing skills. Employers should be part of the screening process to choose interns or on-the-job training participants, and the outcome of the work experience should be an increased likelihood of employment with that employer. For the purposes of this application we have categorized work experience into three categories:
  - **Unpaid or Stipend Supplemented Internship:** In order for an individual to be considered as an unpaid intern, the internship must meet the criteria documented by the USDOL's Fact Sheet #71: Internship Programs under the Fair Labor Standards Act. The same criteria apply if individuals are provided a stipend or wages below minimum wage.
  - **Paid Internship:** In order for an individual to be considered a paid intern, their employer of record must be the employer where they are performing their

internship, they must make a wage at or above minimum wage and their employment must meet the requirements of the Fair Labor Standards Act.

- **On-the-Job Training:** For the purposes of this application, applicants should refer to the Workforce Investment Act (WIA) definition of on-the-job training described in WIA section 101 (31). According to WIA, the term ''on-the-job training ''means training by an employer that is provided to a paid participant while engaged in productive work in a job that—
  - provides knowledge or skills essential to the full and adequate performance of the job;
  - provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
  - is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.
- On-the-Job training may occur through an agreement with an employment agency or directly with an employer.

**Scoring Preference:** Applications that include employer commitments to pay a portion of the wages or provide stipends for individuals participating in work experience will receive additional points in the scoring of their application. Please note this commitment should be reflected in the employer partners section of the MOA.

**G.** ***Un/Underemployed Outcome Expectations:*** A strong proposal will have the components required to achieve the following completion, credential attainment, job placement and retention rates:

- At least 90% of enrolled un/underemployed participants will complete training
- At least 90% of un/underemployed participants who complete training will receive an industry recognized credential, if recognized and required by the employers in the target industry
- At least 85% of un/underemployed participants who complete training will be placed in an unsubsidized job
- At least 90% of un/underemployed participants placed in an unsubsidized job will be placed in a training related job
- At least 85% of un/underemployed participants who complete training will retain employment (could be in subsequent unsubsidized jobs) for at least 9 months after placement

For example, if you propose to serve 60 un/underemployed residents, 54 of these individuals should complete training. Of the 54 who complete training, 49 should receive an industry recognized credential and 46 will be placed in a job. Of the 46 who are placed in employment, 41 should be placed in a training related job and 39 will retain employment for at least 9 months after placement.

**H. *Disconnected Young Adult Program Design Requirements:*** Applicants that propose to serve disconnected young adults are required to use a transitional employment model to deliver services. This includes incorporating all of the following elements and services in their program design.

- Design and implement an outreach and recruitment strategy that seeks referrals from local and regional offices of state agencies (for state-involved youth and adults), local community-based programs, and existing registrants at the one-stop career centers
- Conduct intake, screening, and eligibility determination that screens for age, education, and employment status
- Conduct assessment and pre-program selection
- Ensure a good fit for program participants who seek to enroll in the proposed training program, by giving them an opportunity to explore several available career pathways to learn about:
    - challenges and benefits of each career pathway
    - prospects for employment in each career pathway
    - education/training paths necessary for employment
- Provide potential participants who are not attracted to the target industry with information about ways to pursue other options
- Use a comprehensive program screening protocol that has been developed by participating employers and/or business/industry associations, to identify appropriate candidates to enroll in the training program
- Establish a rigorous case management relationship, along with the availability of referrals to external services and access to support services
- Provide support services to participants, when needed, including transportation and childcare, to alleviate barriers to participation
- Develop and use an Individual Pathway Plan (or an Individual Service Plan that includes career pathway planning elements) for each participant which also focuses on the transition from one program component to another
- Provide work readiness preparation that includes both experience and an assessment demonstrating acquisition of soft skills and general work competencies
- Provide training that integrates foundation and technical skills delivered at a vocational technical high school, community college, or private training organization
- Provide a pre-transitional employment assessment to all classroom training completers to determine readiness and appropriateness of a transitional work experience placement. This may involve post-testing of skill acquisition, review of classroom attendance, and competencies gained
- Provide a sequence of at least two (but not limited to two) jobs; one subsidized and one unsubsidized
- Provide a minimum of 6 weeks of transitional work experience, including paid and/or un-paid internships, and formal on-the-job training to completers of the classroom training portion of the program. Work experience is a critical component of the placement strategy. It provides employers an opportunity to evaluate a participant's experience and skill sets prior to hiring the individual permanently. It also provides individuals with a resume building experience that demonstrates their classroom skill attainment and past work experience and existing skills. Employers should be part of the screening process to choose interns or

on-the-job training participants, and the outcome of the work experience should be an increased likelihood of employment with that employer. For the purposes of this application we have categorized work experience into three categories:

- **Stipend Supplemented Internship:** In order to pay an individual a stipend or wages below minimum wage for an internship, the internship must meet the criteria documented by the USDOL's Fact Sheet #71: Internship Programs under the Fair Labor Standards Act.
- **Paid Internship:** In order for an individual to be considered a paid intern, their employer of record must be the employer where they are performing their internship, they must make a wage at or above minimum wage and their employment must meet the requirements of the Fair Labor Standards Act.
- **On-the-Job Training:** For the purposes of this application, applicants should refer to the Workforce Investment Act (WIA) definition of on-the-job training described in WIA section 101 (31). According to WIA, the term ''on-the-job training ''means training by an employer that is provided to a paid participant while engaged in productive work in a job that—
  - provides knowledge or skills essential to the full and adequate performance of the job;
  - provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
  - is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.
- On-the-Job training may occur through an agreement with an employment agency or directly with an employer.

  **Scoring Preference:** Applications that include employer commitments to pay a portion of the wages or provide stipends for individuals participating in work experience will receive additional points in the scoring of their application. Please note this commitment should be reflected in the employer partners section of the MOA.

- During subsidized work placements, each placed participant should be provided a minimum of one career readiness training session a week to provide additional occupational, basic or work readiness skills training
- For subsidized employment placements project staff are required to connect with supervisors on a bi-weekly basis (at a minimum) to discuss the progress of each participant.
- Provide intensive case management during the transitional work experience period, including contacting supervisors on a bi-weekly basis (at a minimum) to discuss the progress of each participant
- Assign a job developer who is responsible for active outreach to and engagement with employers to identify and secure the transitional work experience placement and permanent unsubsidized job placements for program participants, including jobs through employment agencies
- Provide participants with post-employment case management, designed to support job retention as well as an on-going focus on literacy/numeracy skill development, GED

attainment (as necessary), readiness for postsecondary learning, and re-employment assistance, as needed
- Document employment retention at 30 days, 3 months, 6 months, 9 months and 1 year after initial placement

I. ***Disconnected Young Adults Outcome Expectations:*** A strong proposal will have the components required to achieve the following completion, credential attainment, job placement and retention rates:
- At least 85% of enrolled disconnected young adult participants will complete training
- At least 85% of disconnected young adult participants who complete training will receive an industry recognized credential, if recognized and required by the employers in the target industry
- At least 80% of disconnected young adult participants who complete training will be placed in an unsubsidized job
- At least 80% of disconnected young adult participants placed in an unsubsidized job will be placed in a training related job
- At least 80% of disconnected young adult participants placed in employment will retain employment (could be in subsequent unsubsidized jobs) for at least 9 months after initial placement

For example, if you propose to serve 60 disconnected young adult participants, 48 of these individuals should complete training. Of the 48 who complete training, 40 should receive an industry recognized credential and 38 will be placed in a job. Of the 38 who are placed in employment, 30 should be placed in a training related job and 30 will retain employment for at least 9 months after placement.

J. ***Incumbent Worker Program Design Requirements:*** Applicants that propose to serve incumbent workers are required to include the following elements and services in their program design.

- Develop and implement a recruitment, assessment and selection process that ensures:
    - Individuals are aware of the target occupation(s)' job description(s), duties, physical requirements, schedule and work environment(s) prior to applying to the program
    - Individuals have the pre-requisite skills, or can be referred to and complete a program to attain these skills, prior to entering the program
    - Supervisors are supportive of participation, which may include providing paid release time or flexible scheduling
- Assign a career coach who is responsible for supporting participants throughout the program. This includes:
    - Development and tracking of individual participant career plans
    - Providing participants with support in balancing work/life/school
    - Serving as a liaison to supervisors or managers
    - Assisting participants to apply for advanced positions and preparing participants for interviews

    - Supporting participants, with the assistance of a job developer, in finding a new job in the event the participants lose their jobs during the duration of the grant
- Provide support services to participants, including transportation and childcare, to alleviate barriers to participation
- Provide training that addresses the employers' workforce needs, prepare participants for success in the targeted occupation(s), optimize opportunities for participant learning and career development, and help to achieve wage increases for participants. This may include:
    - Basic education, including ABE, GED, ESOL, math, computers/technology contextualized to the industry and occupation(s)
    - Vocational training
    - Post-secondary education and credentialing
    - Apprenticeship
    - Formal on-the-job training, as described in WIA section 101 (31)
- Work with business partners to identify the sequence of training that will result in a wage gain and the internal process to award wage gains
- Document wage gains and employment retention at 30 days, 3 months, 6 months, 9 months and 1 year after completion of training

**K. *Incumbent Worker Outcome Expectations:*** A strong proposal will have the components required to achieve the following completion, credential attainment, wage gain and retention rates:

- At least 90% of enrolled incumbent worker participants will complete training
- At least 90% of incumbent worker participants who complete training will receive an industry recognized credential , if recognized and required by the employers in the target industry
- At least 85% of incumbent worker participants who complete training will receive a training related wage gain
- At least 95% of incumbent worker participants who complete training will retain employment (could be in subsequent jobs) for at least 9 months after completing training

If you propose to serve 60 incumbent workers, 54 of these individuals should complete training. Of the 54 who complete training, 49 should receive an industry recognized credential and 46 should receive a wage increase. Of the 54 individuals who complete training, 51 should retain employment for at least 9 months after completing training.

**L. *Measuring Business Impact:*** Each partnership will be required to work with Commonwealth Corporation to document the business impact on the participating businesses. Examples include:

- Improved quality of new hires
- Reduced employee turnover
- Filled vacancies with promotions of internal staff
- Increased employee productivity and efficiency
- Reduced scrap and manufacturing time
- Improved patient care and communication skills
- Increased demand for renewable energy products & services

Commonwealth Corporation will work with each grantee to establish a process to measure business impact for their partnership. For more information about the process of measuring business impact, please see ***Measuring Business Impact: A Workforce Development Practitioner's Guide*** on Commonwealth Corporation's website (http://www.commcorp.org/resources/detail.cfm?ID=899).

**M.** ***Systemic Change:*** Grants awarded under this program shall focus on building relationships and partnerships in geographic clusters in order to create multiple seamless pathways to employment through enhanced coordination of existing institutions and resources. Existing partnerships are eligible to apply and should add any required cluster partners that may not already be a member of their partnership.

Applicants and their cluster partners must commit to working together and serving as an industry cluster partnership for their region. They must work together over the course of the 3-year grant period to identify middle skills gap workforce development priorities for the targeted industry and develop a detailed work plan to address those priorities. This planning document will be submitted as a program deliverable at the mid-point of the contract and will include:

1. Roles, responsibilities and working agreements
2. Shared goals/outcomes
3. Identification of priority needs for the targeted industry
4. Work plan and resource plan to address the needs

Applicants and their industry cluster partners are not required to implement the work plan during the grant duration. However, applicants and their cluster partners may propose to use grant funds to support the implementation of some elements of the work plan, including:

- Develop regional centers of excellence, which shall be aligned to the Commonwealth's economic development strategies to meet the needs of the employers in high growth sectors, including, but not limited to, health care, life sciences, information technology and advanced manufacturing. Each center of excellence shall be located at a community college, state university, vocational or technical high school or collaboration among these entities.
- Map out the roles of each training partner, including vocational technical high schools, community colleges, in the delivery of training for target occupations in the target sector.
- Design and test changes in practice or policy within educational institutions to support seamless pathways for non-traditional students
- Curriculum development, accreditation of non-credit courses, and development of new certificate programs
- Development of stackable certificates and credentials, including:
- Alignment of coursework and certificates from one level to the next so that prior coursework, certificates, and/or work experience count toward an Associate's Degree
    - Build in stepping-out points within a degree program at which students can obtain a certification leading to employment and then work while continuing their education toward the next certification or degree.
    - Design & test flexible scheduling alternatives that accommodate working students and allow for multiple starting points during the year that are non-semester based.

- Design and test instructional models that integrate occupational and academic content to accelerate the transition to credit-bearing coursework for students placed in developmental classes.
- Define and establish pathways to improve student success in transitioning from adult basic education programs to matriculate in college-based programs
- Develop accelerated associate’s degree programs

## SECTION FOUR: ADMINISTRATIVE REQUIREMENTS

**A.** ***Participant Level Data Reporting Requirements*****:** Applicants awarded funding will be required to collect and provide the following types of data:

Upon enrollment: participant demographics, participant social security numbers and participant employment status, including current hourly wage for incumbent workers
Throughout the program: services provided and participant progression through the program, including participant attendance, participation levels, and credentials attained
Upon program completion: new employment or wage advancement information and retention information

Applicants awarded funding will be required to collect data on participants using a participant registration form (please see sample in Appendix D) provided by Commonwealth Corporation and enter data on participants and training services through a database to be provided by Commonwealth Corporation.

**B.** ***Program Progress Reporting Requirements:*** Applicants will be required to submit the following narrative reports using templates supplied by Commonwealth Corporation:

Quarterly Reports: These reports will be due quarterly and will include a course by course update on the training timeline, an update and reflection on progress in meeting performance measures and reporting the project's successes and challenges. Please see Appendix C for a sample report format.
Annual Reports: These reports will be due annually and will be submitted for review by the WCTF Advisory Committee. The format for this report will be provided to grantees after a contract is awarded.
Final Report: This report will be submitted at the end of the contract and will document what was achieved through the investment of these funds, inform future funding practices and provide information that could be used more generally among organizations doing similar work. The format for this report will be provided to grantees after a contract is awarded.

Commonwealth Corporation is required to submit an annual report to the legislature providing results of the grants made through the Workforce Competitiveness Trust Fund. Commonwealth Corporation will provide grantee level reports and will use data from the database and information from the narrative reports to complete the report.

**C.** ***Participant Eligibility & Documentation:*** Applicants must establish a selection and eligibility process to identify individuals appropriate to participate in training. In addition to the program specific eligibility criteria established by the applicant and its cluster partners, applicants will be required to collect and maintain, in a participant file, the following documentation for each participant:

- Documentation to document the participant's employment status
- Participant Registration Form, using the required form provided by Commonwealth Corporation
- Documentation of training services received
- Case management notes
- Documentation of new employment, wage increases and retention

**D.** ***Program & Fiscal Monitoring:*** Commonwealth Corporation is responsible for ensuring that organizations receiving grant funds:

1. have the fiscal and program systems needed to meet all relevant federal and state requirements;
2. meet the terms of the grant award outlined in the contract with Commonwealth Corporation;
3. provide quality services to program participants; and
4. expend grant funds only for allowable activities.

To fulfill this responsibility, Commonwealth Corporation will periodically request and review grantee documentation to ensure the above listed conditions are met. Additional information will be provided after a contract is awarded.

**E.** ***Technical Assistance:*** Each applicant awarded funding will be assigned a Commonwealth Corporation Program Manager and must assign a main point of contact (Lead Applicant Program Manager) at their organization that is accountable for the grant. The Commonwealth Corporation Program Manager will be available to support grantees through the duration of the grant, answering questions about operational issues as well as providing technical assistance to ensure grantees meet their performance measure outcomes.

Commonwealth Corporation strives to be as timely, accurate and customer friendly as possible, while fulfilling its responsibility for the use of public funds that result in measureable employment outcomes. The following expectations are provided to set the foundation for a supportive and collaborative relationship between the Commonwealth Corporation Program Manager and the Lead Applicant Program Manager.

**What Applicants Can Expect From the Commonwealth Corporation Program Manager:**

- Availability and responsiveness to questions and concerns
- Sharing of resources and best practices
- Communicating information clearly
- Supporting project staff in problem solving
- Creating an environment of trust and support for continuous improvement and innovation

**What the Commonwealth Corporation Program Manager Expects from the Lead Applicant Program Manager:**

- Timely and open communication about the project's successes and challenges

- Sharing of resources and best practices
- Dedication to achieving and reporting employment outcomes and progress benchmarks
- Willingness to identify program design elements that are not being effective and making mid-grant adjustments when needed
- Participation in technical assistance meetings and learning community activities

**F.** ***Payment:*** Funds will be disbursed on a cost reimbursement basis. Grantees will be required to submit invoices on a quarterly basis using an invoice template (see Appendix B for sample invoice), supplied by Commonwealth Corporation, to report project expenditures and any documented match contributions for the period. Grantees will only be reimbursed for expenses incurred during the period of the contract.

**G.** ***Project Terms and Conditions*****:** Applicants awarded funding will be required to abide by Commonwealth Corporation's Standard Contract Terms and Conditions which will be provided during contract negotiation. Applicants may review these terms and conditions prior to submitting their application by contacting Theresa Rowland at trowland@commcorp.org to request a copy. In addition, all final contracts are subject to successful negotiation of a final statement of work.

**H.** ***Deliverables and Ownership:*** Grantees agree to license or otherwise make available to Commonwealth Corporation in perpetuity, without charge, all materials prepared and/or produced in whole or in part with these funds, for Commonwealth Corporation's use and dissemination.

**I.** ***Curricula Development:*** Prior to requesting to use WCTF funds to develop new curricula, partnerships should conduct an inventory of and determine if they can build upon existing curricula. Applicants should include a summary of this research activity in their proposal and explain why new curricula need to be developed.

There are two intended uses for any curricula developed with WCTF funds. The first is to develop new course content, to be offered at the training providers participating in the partnership to prepare residents and incumbent workers for positions at regional businesses. The second is to share the curriculum with other training providers throughout Massachusetts for replication, adaptation and use. With this second goal in mind, applicants that propose to develop new curricula with WCTF grant funds will be required to submit a detailed curriculum to Commonwealth Corporation for posting and distribution.

Grantees will be required to deliver all curricula using a lesson plan format provided by Commonwealth Corporation (see Appendix E for a sample curriculum template). Lesson plans should include sufficient detail to allow other organizations to replicate or adapt the course. Grantees will also submit interim versions of new curricula for review and feedback by Commonwealth Corporation prior to submitting the final version. Commonwealth Corporation will not be evaluating the appropriateness of the course content, but rather the details and form of the curricula to ensure it provides sufficient detail to be replicated by another organization.

Applicants that propose to develop curricula with WCTF funds should allocate sufficient staff resources to develop and document the curricula in this detail and to meet and communicate with Commonwealth Corporation staff.

**J.** ***Equipment:*** It is anticipated that partnerships will utilize existing capacity to deliver training programs, including existing equipment that can be used to provide hands-on training to participants. If equipment required for training is not available in a region, applicants may make a case to use grant funds for this purpose. A good case would include a summary of the research and inventory conducted to determine that this capacity is not available in the region.

## SECTION FIVE: AVAILABLE FUNDING, REGIONAL ALLOCATIONS & ALLOWABLE COSTS

**A.** ***Funding Availability & Grant Award Amount:*** $4.5 million is available and will be awarded based on the Regional Funding Allocation described below. Individual grant awards will not exceed $350,000.

**B.** ***Regional Funding Allocations:*** The WCTF Advisory Committee created seven Workforce Competitiveness Trust Fund regions. A map of the seven WCTF regions is included in Appendix A. A minimum amount of funds have been allocated for each region and competition for grant funds shall occur within each region.

- In addition to the regional allocations, $400,000 has been reserved to award additional grants in regions where proposals recommended for funding exceed the regional allocation.
- In the event Commonwealth Corporation does not receive a sufficient number of qualifying proposals to utilize a region's allocation, we reserve the right to award a planning grant to an organization within the region, selected by Commonwealth Corporation, to allow for an additional opportunity to form a partnership, develop a regional strategy and apply for implementation funds. We also reserve the right to allocate these funds to a different region.
- In the event applications recommended for funding propose to serve a region that overlaps more than one WCTF region, we will use a proportional share of resources from each affected WCTF regional allocation to award funds.

| WCTF Region | WIB Regions | Allocation |
|---|---|---|
| Metro Boston | Boston, Metro North, Metro South/West | $1,500,000 |
| Northeast | North Shore, Merrimack Valley, Greater Lowell | $500,000 |
| Southeast | Brockton, Greater New Bedford, Southcoastal, Bristol | $650,000 |
| Central | Central, North Central | $400,000 |
| Pioneer Valley | Franklin/Hampshire, Hampden | $450,000 |
| Berkshire | Berkshire | $300,000* |
| Cape & Islands | Cape & Islands | $300,000* |
| Statewide Reserve | | $400,000 |

* Applicants from these regions may apply for up to the maximum award amount of $350,000. Applications that are recommended for funding at an amount that exceeds the allocation for their region will be funded with a combination of funds from their regional allocation and funds from the statewide reserve.

**C.** ***Matching Funds & Leveraging Existing Resources:*** All funded projects will be required to contribute at least a 30% match of the WCTF grant award from employers, public, philanthropic and other contributions. Match may consist of cash, in-kind, paid release time, or other means of supporting the project and may be provided by employers and/or other project partners.

Grants issued from this fund shall serve to supplement, and not supplant, ongoing initiatives. Grantees should leverage regional resources, including shared equipment, funding, and existing training capacity.

**D.** ***Cost per Outcome:*** Each proposal will be evaluated based on the cost per employment outcome, which includes the number of incumbent workers who receive a training related wage increase and the number of un/underemployed and disconnected young adult participants who get an unsubsidized job. A strong proposal will include a comprehensive cost of no more than $7,500 per employment outcome. This amount includes all expenses required to obtain an employment outcome, including recruitment, training, support, program design and program management. If an applicant proposes to serve a population that requires more intensive and/or longer duration of services to be successful, applicants may propose a cost per outcome that exceeds these amounts; however, you must justify this cost per outcome in the budget notes section.

**E.** ***Other Funding Sources:*** Partnerships are encouraged to review all available funding sources to identify the grant program that is most aligned with the goals of their proposed program. In particular, organizations with incumbent worker training needs are encouraged to consider applying to the Workforce Training Fund Program.

We reserve the right to fund proposals submitted to the WCTF using other sources of funding.

**F.** ***Allowable Costs:*** Funds may be used for costs associated with designing and delivering education and training activities, and/or other services to prepare participants for success in the targeted occupation(s), optimize opportunities for participant learning and career development, and help to achieve placement or wage increases for participants. Funds may be used to support the following:

- Outreach, recruitment, assessment and selection
- Support services needed to ensure participants' success, such as transportation, child care, uniforms and tools
- Training delivery, including classroom and formal on-the-job training
- Stipends for unemployed, underemployed and disconnected youth participating in training and work experience, as described in the required elements section above
- Staff time for partnership and program coordination, job development, case management, career coaching and data entry
- One year post-placement support and case management for participants
- Limited funds for marketing and research and evaluation
- Indirect costs, limited to 7.5% of the sum of all other grant costs

## SECTION SIX: SUBMISSION SCHEDULE & INSTRUCTIONS FOR SUBMISSION

### *A. Submission Schedule*

| Activity | Date |
|---|---|
| Request for Proposals Released | Friday, October 5, 2012 |
| Close of Bidders' Webinar Registration | Thursday, October 18, 2012 at noon |
| Optional Bidders' Webinar | Friday, October 19, 2012<br>10:00 a.m.-11:00 a.m. |
| Required Letter of Intent Due | Monday, November 19, 2012 at 5 p.m. |
| Deadline for written questions | December 19, 2012 |
| Applications Due | Wednesday, January 9, 2013 at noon |
| Applicants Notified of Status | Monday, April 1, 2013 |
| Estimated Contract Start Date | May 1, 2013 |
| Training Delivery Ends | April 30, 2015 |
| Contract End Date | April 30, 2016 |

**B. *Optional Bidders' Webinar:*** An optional Bidders' Webinar will be held on October 19, 2012 at 10:00 a.m. All potential applicants interested in participating in the webinar must register by October 18, 2012 at noon. To register, please email your name and contact information to srs@commcorp.org. Please include "WCTF Webinar" in the subject line of the email. All registrants will receive the Webinar login information by 8 a.m. on October 19, 2012. Applicants are encouraged to ensure they have received this login information by 8 a.m. If applicants have not received this information or have any questions about accessing the Webinar, please contact Angela Holley at 617-717-6911.

**C. *Clarification Period*:** Questions about the Workforce Competitiveness Trust Fund Addressing the Skills Gap Request for Proposals will be accepted in writing from October 5, 2012 through December 19, 2012. Please submit questions via e-mail to Theresa Rowland at trowland@commcorp.org. Commonwealth Corporation will respond to all questions and post them on our website at www.commcorp.org on an ongoing basis. Applicants are advised to check the Commonwealth Corporation's website periodically for additional information; however Commonwealth Corporation anticipates updating the website every Monday with responses to questions we received the previous week.

**D. *Letter of Intent Form*:** Organizations identified by the partnership as the lead applicant for their partnership must complete and submit the letter of intent form to Commonwealth Corporation by 5 p.m. on Monday, November 19, 2012. This form is included in this application as Attachment A and includes the list of partnership members, the geographic area that will benefit from services, the population to be served (un/underemployed, disconnected young adults or incumbent worker) and the target industry. This form should be emailed to srs@commcorp.org. Proposals submitted by applicants that did not submit a letter of intent form by November 19, 2012 at 5 p.m. will not be considered for funding.

**E.** ***Technical Assistance:*** A list of resources will be posted along with this application on Commonwealth Corporation's website on or before the Bidders' Webinar. Commonwealth Corporation strongly encourages applicants to review these resources when developing their Grant Application Package.

**F.** ***Application Submission Instructions*:** Grant Application Packages are due in an electronic format sent to srs@commcorp.org and received by Commonwealth Corporation no later than 12:00 noon on Wednesday, January 9, 2013.

- Applicants are requested to provide MS Word and Excel documents only. Please only submit PDF files of the signed Memorandum of Agreement (Part 7), Certificates of Good Standing (Part 8) and the signed Certification (Part 9). Please contact Theresa Rowland if you encounter issues including these items as PDF files.
- "*WCTF Proposal*" must appear in the email subject line.
- Failure to provide any of the required documents listed below by 12:00 noon on Wednesday January 9, 2013 may result in the disqualification of the application.

**G.** ***Grant Application Package:*** The following parts make up the required components of the Grant Application Package. Please provide the following forms and documents in the order in which they are listed.

**Part 1: Application Summary Form**
This form provides Commonwealth Corporation with summary level information about the proposed program. You may adjust the spacing as needed to accommodate your answers. This form should be the title page of your Grant Application Package.

**Part 2: Application Narrative Form**
This form provides a list of questions that applicants must address in their application. Answer all the questions included on the Narrative Form. Do not change the order of the questions/sections. You may adjust the spacing in each section of the Narrative Form to accommodate your answers. Application Narrative Forms may not be in a font size smaller than size 11 and have at least one inch margins. Application Narratives must be limited to 20 pages.

**Part 3: Training Timeline Form**
Complete the Training Timeline Form to include all proposed training activities.

The following parts are included in the MS Excel spreadsheet labeled "WCTF Application Parts 4-6."

**Part 4: Budget, Budget Narrative & Match Contribution Forms**
Part 4a, 4b and 4c are the Budget, Budget Request Narrative and Match Contribution Forms. These are included as a separate MS Excel Workbook labeled "WCTF Application Parts 4-6." Applicants must submit a detailed budget request and a list of planned match contributions using the provided forms. The budget will also become the financial basis for any grant award, making cost reimbursement payments and documenting match contributions over the course of

the project. Commonwealth Corporation reserves the right to modify application budgets, prior to, and/or after grant award.

**Part 5: Outcome Chart Form**
Part 5 is the Outcome Chart Form. This is included as a separate MS Excel Workbook labeled “WCTF Application Parts 4-6.” Complete the Outcomes Form with enrollment, completion, job placement, wage gain and retention goals.

**Part 6: Industry Cluster Partner Contact List**
Part 6 is the Partner Contact List. This is included as a separate MS Excel Workbook labeled “WCTF Application Parts 4-6.” List the contact information for each member of your partnership on this contact list.

**Part 7: Memorandum of Agreement (MOA)**
Part 7 is the sample Memorandum of Agreement (MOA). All partners in the project must sign the Memorandum of Agreement. Applicants should edit and make additions to the sample MOA provided here as appropriate. The MOA should detail specific partner roles and responsibilities. Submit one MOA signed by all partners, including all required cluster partners.

**Part 8: Certificates of Good Standing**
Part 8 must include a Certificate of Good Standing from all industry cluster partners that will financially benefit from the WCTF funds. Please follow the instructions on Part 8 to determine which organizations must submit a Certificate of Good Standing.

**Part 9: Certification**
This form must be signed by an individual with signatory authority for the applicant.

## SECTION SEVEN: SUBMISSION EVALUATION PROCESS AND CRITERIA

***A. Submission Evaluation Process***: Submissions in response to this solicitation will be evaluated by a review committee that will consist of representatives from Commonwealth Corporation, the Executive Office of Labor and Workforce Development, and other partner organizations.

The submission review process will consist of the following steps:

**Step 1: Threshold Criteria Screening**
Submissions will be screened for completeness, conformity to the program requirements and timeliness of response. Submissions that are incomplete, non-conforming, or late will not be considered.

**Step 2: Compliance Screening:** Commonwealth Corporation will conduct an analysis to ensure all lead applicants and their partners are in compliance with state and federal law. Applicants are encouraged to review these criteria and ensure both they and their partners are in compliance prior to submitting an application. Commonwealth Corporation will conduct the following reviews to ensure compliance:

- Ensure all industry cluster partners that will financially benefit from the WCTF funds are in good standing with the Commonwealth and have met all tax liabilities. Commonwealth Corporation will conduct this screening by reviewing Certificates of Good Standing (C.O.G.S) submitted in the Grant Application Package. Please follow the instructions on Part 8 to determine which organizations must submit a Certificate of Good Standing.
- Please follow this guidance when requesting and submitting Certificates of Good Standing:
    - The Certificate of Good Standing is not the same and should not be confused with a Certificate of Incorporation
    - This is a link to a sample C.O.G.S: http://www.mass.gov/lwd/docs/dcs/wtf/dor-cert-good-standing.pdf
    - C.O.G.S. must be less than six months old
    - Please visit the Department of Revenue's website (http://www.mass.gov/dor/businesses/programs-and-services/certificate-of-good-standing.html ) for more information about the C.O.G.S and to complete an online application to obtain a Certificate
    - Applications for a C.O.G.S can take 4-6 weeks to be processed
    - After the submission of the application, applicants are responsible for submitting a C.O.G.S to Commonwealth Corporation for any new partners that will financially benefit from the WCTF funds
- Ensure all applicants and partners are in full compliance with all obligations to the Department of Unemployment Assistance, Department of Industrial Accidents, and any other obligations to the Commonwealth of Massachusetts. Please follow the instructions on Part 8 to determine for which industry cluster partners applicants must provide a Department of Unemployment Assistance and federal employer identification number. Commonwealth Corporation will work with the Department of Unemployment Assistance to conduct this review.

**Step 3: Review Committee**
The review committee will review and score all eligible submissions. Submitted proposals will be reviewed and scored based on the following criteria.

| <u>Category</u> | <u>Point value</u> |
|---|---|
| Track record of success and qualifications/capacity of applicant and partner organizations with grant management and fiscal coordination | 10 |
| Clearly identified target population | 10 |
| Employer engagement in partnership and program design, commitment to hiring and/or wage increases, hosting work experience and to interviewing or hiring candidates for unsubsidized placement | 20 |
| Program design addresses the required program design elements and services, including relevance to proposed target population and occupations targeted for job placement | 20 |
| Budget accuracy and reasonableness | 10 |
| Strong MOA that includes articulation of shared goals and roles, responsibilities and commitments of each partner, including commitment to develop a middle skills gap workforce development priorities work plan | 10 |
| Outcomes meet the rate guidance in Sections 3G, 3I & 3K or applicant provides sufficient evidence demonstrating the case for not meeting these goals; Outcomes seem attainable, given the proposed population and program design | 20 |
| **Additional Points:** Applications that include employer commitments to pay a portion of the wages or provide stipends for individuals participating in work experience will receive 5 additional points in the scoring of their application. Please note this commitment should be reflected in the employer partners section of the MOA. | 5 |

Review results will be documented. Commonwealth Corporation reserves the right to request additional information from any applicant to ensure that the review committee has a complete understanding of the proposed program and applicant qualifications.

**Step 4**
All applicants will be notified of their award status by email no later than April 1, 2013.

**B. *Additional Evaluation Notes:*** In addition to the scoring system outlined above, Commonwealth Corporation reserves the right to only consider submissions that, in our sole judgment, are complete and responsive to the solicitation's requirements and include all required application components. Additionally, Commonwealth Corporation and the Executive Office of Labor and Workforce Development reserve the right to consider other criteria in making competitive awards among comparably qualified applicants. Commonwealth Corporation reserves the right to reject any and all applications, or to accept any and all applications, in whole or in part, if deemed to be in the interest of the Commonwealth Corporation or the Commonwealth of Massachusetts to do so.  This submission does not commit Commonwealth Corporation to award any contracts.  Upon submission, all applications become the property of Commonwealth Corporation.

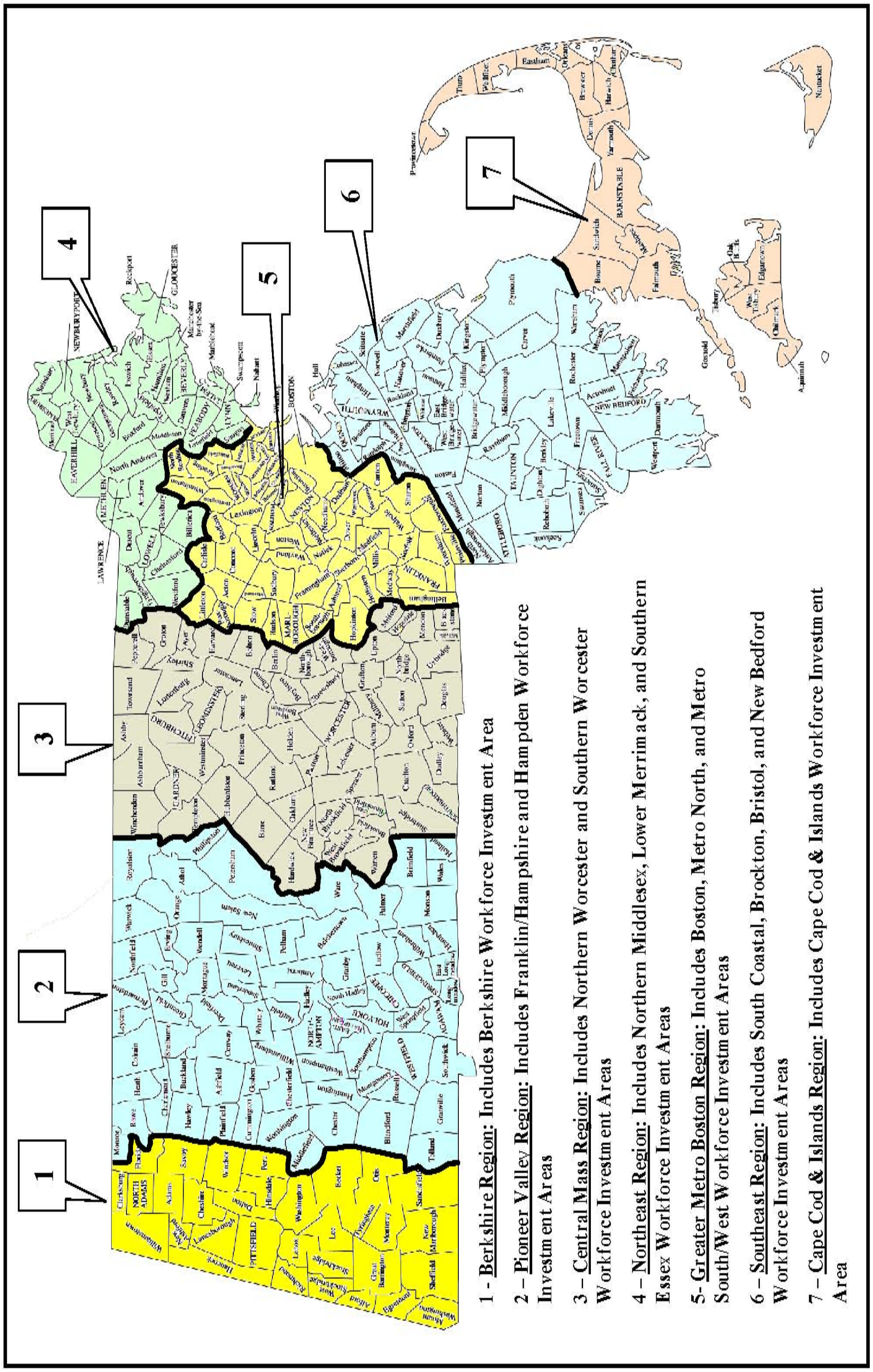
C. ***Appeals:*** Appeals of the funding decision may be filed with Nancy Snyder, President, Commonwealth Corporation, 2 Oliver Street, 5th Floor, Boston, MA 02109. Appeals must be filed within fifteen days of the date of Commonwealth Corporation's notice to unsuccessful bidders. The president may decide to hold an informal review of the decision, and may decide to grant an appeal, deny an appeal, or modify an award based on information provided during the informal review.

D. ***Audited Financial Statements and Verification of Fiscal Management Capacity****:* All applicants that are selected for an award will be required to submit a copy of the organization's most recent audited financial statement prior to the execution of a final contract.  In addition, prior to the grant award, Commonwealth Corporation staff may review an organization's fiscal systems and internal controls to verify that the organization has the capacity to manage public grant funds and administer the program.

## SECTION EIGHT: SUMMARY OF ATTACHMENTS

- Appendix A: The Seven Workforce Competitiveness Trust Fund Regions
- Appendix B: Sample Invoice
- Appendix C: Sample Quarterly Report Format
- Appendix D: Sample Participant Registration Form
- Appendix E: Curriculum Template
- Attachment A: Letter of Intent Form
- Grant Application Package
    - Part 1: Application Summary Form
    - Part 2: Application Narrative Form
    - Part 3: Training Timeline Form
    - Part 4a, 4b and 4c: Budget, Budget Narrative & Match Contribution Forms
    - Part 5: Outcome Chart Form
    - Part 6: Partner Contact List
    - Part 7: Sample Memorandum of Agreement (MOA)
    - Part 8: Certificates of Good Standing
    - Part 9: Certification

## APPENDIX A: THE SEVEN WORKFORCE COMPETITIVENESS TRUST FUND REGIONS



# APPENDIX B: SAMPLE INVOICE

| COMMCORP BILLING TEMPLATE | | | | |
|---|---|---|---|---|
| **Contract with:** | | **Contract #:** | **0** | |
| | | **Phone#:** | | |
| | | **Fax#:** | | |
| | | **Email:** | | |
| | | **Start Date:** | **1/0/1900** | |
| **Contact Person:** | | **End Date:** | **1/0/1900** | |
| | | **Report #** | | |
| | | | | |
| **Reporting period:** | | **To:** | | |
| **Expenses** | **Total Budget** | **Total Current Month** | **Total Expenses Inception To Date** | **Budget Remaining** |
| | | | | |
| **Salary & Fringe:** | | | | |
| Internal Staff | $ - | #N/A | $ - | $ - |
| Internal Staff Fringe | $ - | #N/A | $ - | $ - |
| **Other Program Costs:** | | | | |
| Travel | $ - | #N/A | $ - | $ - |
| Space Rental | $ - | #N/A | $ - | $ - |
| Telephone & Communications | $ - | #N/A | $ - | $ - |
| Equipment Rental & Lease | $ - | #N/A | $ - | $ - |
| Equipment Purchase | $ - | #N/A | $ - | $ - |
| Postage & Mailings | $ - | #N/A | $ - | $ - |
| Publication/Print/ Copying | $ - | #N/A | $ - | $ - |
| Meeting Expenses | $ - | #N/A | $ - | $ - |
| Office Supplies & Materials | $ - | #N/A | $ - | $ - |
| Marketing & Advertising | $ - | #N/A | $ - | $ - |
| Training Materials | $ - | #N/A | $ - | $ - |
| **Support Services:** | | | | |
| Training Stipend | $ - | #N/A | $ - | $ - |
| Work Experience | $ - | #N/A | $ - | $ - |
| Transportation | $ - | #N/A | $ - | $ - |
| Participant Tuition & Fees | $ - | #N/A | $ - | $ - |
| Other | $ - | #N/A | $ - | $ - |
| **Contracted Services:** | | | | |
| Training Contractors | $ - | #N/A | $ - | $ - |
| Curriculum Development Contractors | $ - | #N/A | $ - | $ - |
| Other Contractors | $ - | #N/A | $ - | $ - |
| **Indirect Costs** | $ - | #N/A | $ - | $ - |
| | | | | |
| **Total Billed Expenses** | $ - | #N/A | $ - | $ - |
| | | | | |
| **Match Contributions** | **Total Match Budget** | **Total Current Month** | **Total Match Contributions To Date** | **Budget Remaining** |
| | | | | |
| **Salary & Fringe:** | | | | |
| Internal Staff | $ - | **$ -** | $ - | $ - |
| Internal Staff Fringe | $ - | **$ -** | $ - | $ - |
| **Other Program Costs:** | | | | |
| Travel | $ - | **$ -** | $ - | $ - |
| Space Rental | $ - | **$ -** | $ - | $ - |
| Telephone & Communications | $ - | **$ -** | $ - | $ - |
| Equipment Rental & Lease | $ - | **$ -** | $ - | $ - |
| Equipment Purchase | $ - | **$ -** | $ - | $ - |
| Postage & Mailings | $ - | **$ -** | $ - | $ - |
| Publication/Print/ Copying | $ - | **$ -** | $ - | $ - |
| Meeting Expenses | $ - | **$ -** | $ - | $ - |
| Office Supplies & Materials | $ - | **$ -** | $ - | $ - |
| Marketing & Advertising | $ - | **$ -** | $ - | $ - |
| Training Materials | $ - | **$ -** | $ - | $ - |
| **Support Services:** | | | | |
| Training Stipend | $ - | **$ -** | $ - | $ - |
| Work Experience | $ - | **$ -** | $ - | $ - |
| Transportation | $ - | **$ -** | $ - | $ - |
| Participant Tuition & Fees | $ - | **$ -** | $ - | $ - |
| Other | $ - | **$ -** | $ - | $ - |
| **Contracted Services:** | | | | |
| Training Contractors | $ - | **$ -** | $ - | $ - |
| Curriculum Development Contractors | $ - | **$ -** | $ - | $ - |
| Other Contractors | $ - | **$ -** | $ - | $ - |
| **Indirect Costs** | $ - | **$ -** | $ - | $ - |
| | | | | |
| **Total Match Contributions** | $ - | **$ -** | $ - | $ - |

CERTIFICATION

**I hereby certify that this report and expenses are true and correct, and that articles or services listed were necessary and used solely for the purpose specified in the award for this contract.**

Name:_______________________________________________ (Signature) Date:____________________

Title:______________________________________________

## APPENDIX C: SAMPLE QUARTERLY REPORT FORMAT

<table>
<tr><td colspan="2">Project Name:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Lead Organization:</td><td colspan="2"></td></tr>
<tr><td>Reporting Period:</td><td></td><td>Date Submitted:</td><td></td></tr>
<tr><td colspan="2">Submitted by:</td><td colspan="2"></td></tr>
<tr><td colspan="4">Considering all of the aspects of your project please briefly describe the project's successes, challenges and next steps.</td></tr>
<tr><td colspan="2">Successes</td><td colspan="2">Challenges</td></tr>
<tr><td colspan="2"></td><td colspan="2"></td></tr>
<tr><td colspan="4">Are you on track with regard to the Program Timeline that was submitted?</td></tr>
<tr><td colspan="4">☐ Yes<br>☐ No</td></tr>
<tr><td colspan="4">If no, please explain. (If you are significantly off track with the Timeline, please call your Program Manager to discuss this issue.)</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">Are you on track with regard to your proposed spending and match?</td></tr>
<tr><td colspan="4">☐ Yes<br>☐ No</td></tr>
<tr><td colspan="4">If no, please explain. (If you are significantly off track, please call your Program Manager to discuss.)</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">Are you on track with regard to meeting the outcome goals listed on your Program Outcome Goals Chart that was submitted to Commonwealth Corporation?</td></tr>
<tr><td colspan="4">☐ Yes<br>☐ No</td></tr>
<tr><td colspan="4">If no, please explain. (If you are significantly off track in meeting your goals, please call your Program Manager to discuss this issue).</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">Next major steps</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">What additional assistance or resources would be helpful to your project?</td></tr>
<tr><td colspan="4"></td></tr>
</table>

## APPENDIX D: SAMPLE PARTICIPANT REGISTRATION FORM

**WCTF Participant Confidentiality Statement and Release Form**

I understand that the training program I am about to enter is paid for by the state of Massachusetts through the Workforce Competitiveness Trust Fund. Commonwealth Corporation (CommCorp), which oversees the Fund for the state needs information about the training program and people attending training classes to be able to report to the state on how well the whole program is working and whether or not it is meeting its goals.

I understand that all information that I give to project staff about myself will be kept confidential. I also understand that project staff may ask my employer for information about my job and/or my pay and that this information will be kept confidential. Any other information about me, such as information from interviews, tests, reports from career counselors or other sources, will also be kept confidential and will only be used by Workforce Competitiveness Trust Fund staff to report on the whole program. Any information that can be connected to my name cannot be given out to anyone else without my permission.

By being able to show that people who attended training through the Fund are working and earning more, Commonwealth Corporation and other interested groups, can make a good case to the state to ask for more money to fund future training programs.

We hope that you will be able to share your social security number with Commonwealth Corporation. If so, please sign below.

I, ______________________________ (Print your name) understand that as part of the training program funded by the Workforce Competitiveness Trust Fund, Commonwealth Corporation will be collecting confidential information about me and my participation in the program. I have read and understand the above statement and give Commonwealth Corporation permission to collect and use my information and give permission for my employer to release job and/or wage information according to the statement above. I understand that by giving my social security number on this form, I give Commonwealth Corporation permission to use this number to get information on the results of the Workforce Competitiveness Trust Fund. I understand that this information will only be used to obtain state employment information to evaluate the Workforce Competitiveness Trust Fund projects and that my identity (name, address, etc.) will not be connected to the information obtained by the state.

_________________________________ _________________________

Sign your name Date

WCTF PARTICIPANT REGISTRATION FORM

***REQUIRED***

CONFIDENTIAL DATA: FOR OFFICIAL USE ONLY

| **PARTICIPANT BASIC INFORMATION** | | | |
|---|---|---|---|
| FIRST NAME | MIDDLE INITIAL | | LAST NAME |
| EMAIL ADDRESS | DATE OF BIRTH | SOCIAL SECURITY NUMBER<br>___ ___ ___ ----- ___ ___ ---- ___ ___ ___ ___ | |
| PROGRAM ENROLLMENT DATE<br>Month Day Year | | PHONE NUMBER | |
| STREET ADDRESS | | | |
| CITY/TOWN | | STATE | ZIP CODE |

| **PARTICIPANT EMPLOYMENT INFORMATION** | | | |
|---|---|---|---|
| WHAT IS YOUR CURRENT EMPLOYMENT STATUS?<br>_____ EMPLOYED<br>_____ UNEMPLOYED | IF EMPLOYED, CURRENT EMPLOYER NAME<br><br>IF EMPLOYED, CITY EMPLOYER IS LOCATED | DATE OF HIRE | CURRENT JOB TITLE / DESCRIPTION |

| CURRENT HOURLY WAGE | HOURS WORKED WEEKLY | **PLEASE SELECT FRINGE BENEFITS YOU CURRENTLY ARE RECEIVING FROM YOUR EMPLOYER:(CHECK ALL THAT APPLY)**<br>_____ RETIREMENT PLAN _____ HEALTH INSURANCE<br>_____ PAID VACATION _____ PAID SICK TIME<br>_____ TUITION REIMBURSEMENT ______ NONE |
|---|---|---|

| PARTICIPANT DEMOGRAPIC INFORMATION | |
|---|---|
| **GENDER**<br>_______ MALE<br>_______ FEMALE | ETHNICITY: (CHECK ONLY ONE)<br>_____ HISPANIC OR LATINO (OF ANY RACE)<br>_____ NOT HISPANIC OR LATINO |

| RACE: (CHECK ONLY ONE) | | US CITIZEN |
|---|---|---|
| ____ WHITE<br>____ ASIAN<br>____ NATIVE HAWAIIAN OR PACIFIC ISLANDER | _____ AMERICAN INDIAN OR ALASKA NATIVE<br>_____ BLACK OR AFRICAN AMERICAN RACES<br>_____ TWO OR MORE RACES<br>____ OTHER | ____YES<br>____ NO |

| **PARTICIPANT BACKGROUND INFORMATION** | | | |
|---|---|---|---|
| **WERE YOU BORN IN THE UNITED STATES?**<br>**___YES**<br>**____ NO** | IF NOT BORN IN THE UNITED STATES, WHAT YEAR DID YOU ARRIVE IN THE UNITED STATES?<br><br>IF NOT BORN IN THE UNITED STATES, WHAT IS YOUR COUNTRY OF BIRTH? | DO YOU FEEL YOUR ENGLISH SKILLS (SPEAKING, WRITING, READING) LIMIT YOUR ABILITY TO ADVANCE IN YOUR JOB?<br>____ YES<br>____ NO | DO YOU HAVE A DISABILITY?<br>______ YES<br>______ NO<br>IF YES, PLEASE SELECT DISABILITY TYPE:<br>______ PHYSICAL<br>______ EMOTIONAL<br>______ BOTH |

ARE YOU RECEIVING ANY OF THE FOLLOWING BENEFITS: (*SELECT ALL THAT APPLY)*

______ TANF/TAFDC ______ FOOD STAMPS ______ SSI-DISABILITY

_______ VETERAN'S BENEFITS ______ UNEMPLOYMENT BENEFITS ______ NONE

| FAMILY SIZE (including self) | YEARLY FAMILY INCOME | | |
|---|---|---|---|
| | _____ $0 TO $21,000 | ______ $35,001 TO $42,000 | _____ $56,001 TO $63,000 |
| | _____ $21,001 TO $28,000 | ______ $42,001 TO $49,000 | _____ $63,001 TO $70,000 |
| | _____ $28,001 TO $35,000 | ______ $49,001 TO $56,000 | ______ $70,001 OR MORE |

PLEASE SELECT HIGHEST LEVEL OF SCHOOLING THAT YOU HAVE COMPLETED

_____ LESS THAN 9TH GRADE
_____ 9TH-12TH GRADE, NO DIPLOMA
_____ HIGH SCHOOL DIPLOMA
_____ GED/HIGH SCHOOL EQUIVALENCY
_____ SOME COLLEGE, NO DEGREE
_____ ASSOCIATE'S DEGREE (2-YEAR)
_____ BACHELOR'S DEGREE (4-YEAR)
_____ MASTER'S AND ABOVE
_____ OTHER POST-SECONDARY TRAINING

PLEASE LIST ANY CREDENTIALS OR CERTFICATES YOU HOLD.

I hereby certify and attest that the information stated above is true and accurate. I acknowledge that the information on this application may be used for evaluation purposes by Commonwealth Corporation.

| APPLICANT SIGNATURE | DATE |
|---|---|
| | |

*Please outline the following for each lesson*

# [COURSE TITLE]

## [LESSON TITLE]

## BACKGROUND

### LESSON STAGE

*INTRODUCTORY/INSTRUCTIONAL/OR CULMINATING*

- [ XXXX ]
-

### INTENDED AUDIENCE

*WHO IS THE INTENDED AUDIENCE?*
*WHAT SKILLS AND PRIOR EDUCATIONAL EXPERIENCE IS REQUIRED TO PARTICIPATE IN THIS LESSON?*

- [ XXXX ]

### DESIGNER'S NAME & CONTACT EMAIL

*INCLUDE THIS INFORMATION SO INSTRUCTORS HAVE A RESOURCE TO CONTACT WHEN IMPLEMENTING THE LESSON.*

- [ XXXX ]

## GOALS & FOCUS

### GENERAL TOPIC

*FOR EXAMPLE: WIND ENERGY OR PHOTOVOLTAIC*

- [ XXXX ]

### CENTRAL QUESTIONS/OVERALL PURPOSE/KEY CONTENT IDEAS/SKILLS TAUGHT IN THIS LESSON

*WHAT IS A GENERAL OR CENTRAL QUESTION THAT THE LESSON ASKS?*
*PROVIDE AN OVERALL SUMMARY OF THE LESSON OBJECTIVES*

- [ XXXX ]

### LESSON DURATION

*HOW LONG WILL IT TAKE TO COMPLETE THE LESSON?*

- [ XXXX ]

## RELATED LEARNING STANDARDS

*INDICATE THE RELEVANT MASSACHUSETTS ABE CURRICULUM FRAMEWORK STANDARDS AND/OR BENCHMARKS. USE THE CLUSTERING APPROACH DESCRIBED IN THE REVISED READING STRAND.*

- [ XXXX ]

## INTENDED LEARNING OUTCOMES

*OUTCOMES SHOULD BE "SMART"*
*SPECIFIC – OBJECTIVES SHOULD SPECIFY WHAT THEY WANT TO ACHIEVE.*
*MEASURABLE – YOU SHOULD BE ABLE TO MEASURE WHETHER OR NOT YOU ARE MEETING THE OBJECTIVES.*
*ACHIEVABLE - ARE THE OBJECTIVES YOU SET, ACHIEVABLE AND ATTAINABLE?*
*REALISTIC – CAN YOU REALISTICALLY ACHIEVE THE OBJECTIVES WITH THE RESOURCES YOU HAVE?*
*TIME – WHEN DO YOU WANT TO ACHIEVE THE SET OBJECTIVES?*

- [ XXXX ]

*DEMONSTRATE UNDERSTANDING*
*By the end of this lesson students will be able to explain, describe, etc. (or insert another active verb here)…*
*This may include facts, names, dates, places, information, and/or vocabulary.*

*DO*
*By the end of this lesson students will be able to….*
*This may include skills of the discipline, social skills, production skills, and processes.*

*APPLY*
*By the end of this lesson students will be able to….*
*This may include applying big ideas, making inferences or generalizations, principles, skills, or ideas that transfer across situations.*

## ASSESSMENT/DEMONSTRATION OF COMPETENCIES

*HOW WILL THE TEACHER DETERMINE WHETHER STUDENTS HAVE MASTERED WHAT THEY WERE TAUGHT?*

- [ XXXX ]

# IMPLEMENTATION

## PRE-ASSESSMENT

*HOW WILL YOU DETERMINE STUDENTS' PRIOR KNOWLEDGE AND UNDERSTANDING FOR THIS UNIT?*
*WHAT DATA WILL YOU COLLECT?*
*HOW WILL YOU ASSESS FOR PREREQUISITE LEARNING?*

- [ XXXX ]

## RESOURCES & MATERIALS

*ATTACH COPIES OF HANDOUTS, SLIDES OR VISUALS REQUIRED*
*WHAT EQUIPMENT IS NEEDED TO CONDUCT THE ACTIVITIES IN THE LESSON?*
*WHAT DO THE STUDENTS NEED TO BE ABLE TO PARTICIPATE IN THE LESSON?*

- [ XXXX ]

## ACTIVITIES PLAN

*PROVIDE AS MUCH DETAIL AS POSSIBLE SO THAT AN INSTRUCTOR/TRAINER COULD USE THIS PLAN TO TEACH THE COURSE.*
*THIS MAY INCLUDE A STEP BY STEP ACTION PLAN, TEACHING METHODOLOGIES OR TYPES OF ACTIVITIES (E.G. GROUP WORK, LECTURE, CASE STUDY, ETC)*
*EACH LESSON MAY HAVE SEVERAL ACTIVITIES.*
*FOR EACH ACTIVITY PROVIDE A TITLE AND IDENTIFY THE DURATION OF THE ACTIVITY.*
*FOR EACH ACTIVITY OUTLINE THE STEPS THE INSTRUCTOR WILL TAKE TO COMPLETE THE ACTIVITY.*

- [ XXXX ]

## REFLECTION FOR STUDENTS

*WRAP UP THE LESSON WITH A BRIEF ACTIVITY OR DISCUSSION THAT CAN HELP STUDENTS REFLECT ON WHAT THEY LEARNED AND THUS HELP*
*THEM REMEMBER THE KNOWLEDGE/SKILLS. ADDRESS WITH STUDENTS THE FOLLOWING:*
*-HOW THEY MAY APPLY THE NEW KNOWLEDGE/SKILLS TO OTHER SIMILAR SITUATIONS?*
*-WHAT OTHER DIFFERENT SITUATIONS COULD THEY USE THIS NEW KNOWLEDGE/SKILL?*
*-HOW CAN THIS NEW KNOWLEDGE/SKILL HELP THEM TOWARDS ACHIEVING THEIR GOAL(S)?*

- [ XXXX ]

## REFLECTION FOR THE INSTRUCTOR

*DID THE LESSON OR UNIT ACHIEVE THE GOALS AND OBJECTIVES YOU DEVELOPED? WHY OR WHY NOT?*
*WERE ADDITIONAL KNOWLEDGE OR SKILLS ACHIEVED WHICH WERE NOT PLANNED?*
*WHAT WOULD YOU CHANGE OR RECOMMEND TO ANOTHER INSTRUCTOR TEACHING THIS LESSON/UNIT, IF ANYTHING?*

- [ XXXX ]

## ATTACHMENT A: LETTER OF INTENT FORM

| | |
|---|---|
| **Name of Lead Applicant Organization** | |
| **Geographic Area that Will Benefit From Services** | |
| **Population to be Served (Un/Underemployed, Disconnected Young Adults, Incumbent Workers)** | |
| **Target Industry** | |
| **Partners** | |

This form should be emailed to srs@commcorp.org by November 19, 2012 at 5 p.m. Proposals submitted by applicants that did not submit a letter of intent form by November 19, 2012 at 5 p.m. will not be considered for funding.

# PART 1: APPLICATION SUMMARY FORM

| 1. Project Profile | | | |
|---|---|---|---|
| **Name of Lead Applicant Organization** | | | |
| **Department of Unemployment Assistance ID #** | | **Federal Employer ID #** | |
| **Program Name** | | | |
| **Proposed Grant Start Date** | | **Proposed Grant End Date** | |
| **Cities/Towns Served by Program** | | | |
| **WCTF Region** | | | |
| **Total Funds Requested** | $ | **Total Match Provided (minimum of 30% required)** | $ |

| 2. Project Summary |
|---|
| In the space provided below, please provide a summary of your proposed project in 400 words or less. Please keep in mind that if this application is awarded funding, this is the project summary that will be used in public announcements. |
| |

| 3. Applicant Contact Information | | | | | |
|---|---|---|---|---|---|
| **Role** | **Name** | **Title** | **Address** | **Phone** | **E-mail** |
| **Primary Contact Person** (notified upon decision of grant award) | | | | | |
| **Authorized Signatory** (authorized to commit organization) | | | | | |
| **Fiscal Agent for Project,** if not bidder (fiscally responsible for project funds) | | | | | |
| **Program Manager,** if known (contact over the course of the project) | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | |

| **4. Industry Cluster Partners (add rows as needed)**<br>**Please include detailed contact information in Part 6: Partner Contact List** | |
|---|---|
| **Type/Role of Partner** | **Organization Name** |
| **Employer Partner (at least two employers with operations in Massachusetts that employ Massachusetts residents in the target industry are required)** | |
| | |
| **Workforce Investment Board (Required)** | |
| **Public Educational Institution including a community college (Required)** | |
| **Career Center (Required)** | |
| **Vocational Technical High School (Required)** | |
| **Regional/Local Fiscal Agent for the Workforce Investment Act (Required)** | |
| **Labor Union, if workers at a participating employer are covered by a collective bargaining agreement (Required)** | |

# Part 2: Application Narrative Form

Please describe your project by responding to the questions below. Do not exceed 20 pages, using a font 11 points or larger and with at least one inch margins. Tables, charts, figures, and appendixes are included in the page limit. The page limit does not include the other required Parts of the Grant Application Package.

1. ***Industry Cluster Partners & Work Plan Development:*** Describe the partnership you've established for this project, including:

    **A.** Is this a new or existing partnership? If existing, why was the partnership established originally?
    **B.** Describe the role of each cluster partner in the partnership and demonstrate that collectively, the cluster partners, including the lead applicant, have the required experience, capacity and expertise to accomplish the goals of the Addressing the Middle Skills Gap Grant Program.
    **C.** What are the shared goals of the partnership?
    **D.** If the project is successful, how will each individual partner benefit?
    **E.** What is the management structure of the partnership? Who makes decisions? Who staffs the partnership?
    **F.** What steps will the partnership take to develop the required work plan? Who will be responsible for ensuring that the cluster partners complete this activity?

2. ***Need for Project*:** Within this section, please be sure to address the following:

    **A.** In what industry will the project work? Why did you select this industry?
    **B.** In what geographic area?
    **C.** Describe the industry's unmet needs in your proposed geographic area with respect to skilled workers. Specify the occupation(s) within the industry that your project will address, using the table below.
    **D.** Do the employers in your partnership recognize or require any specific credentials or degrees for employment in the targeted occupation(s)? If so, please list them in the table below.
    **E.** How did your partnership determine that there are and will be sufficient number of vacancies in these occupations to meet your proposed placement or advancement goals? How were the members of the partnership involved in selecting the industry and occupations?
    **F.** Using the table below, provide evidence that there will be sufficient job vacancies in the targeted occupations among partner employer(s) when participants are prepared for placement or advancement. You may add rows to the table for additional occupations and employers as needed.

| Employer | Occupation | Number of Current Vacancies in Occupation | Number of Anticipated Job Openings Over Duration of Grant | Skills Required for Entry | Credentials Required for Entry | Average Hourly Wage At Entry |
|---|---|---|---|---|---|---|
| Employer Partner 1 (provide | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| employer name) | | | | | | |
| | | | | | | |
| | | | | | | |
| Employer Partner 2 (provide employer name) | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

3. ***Target Population*:** Within this section, identify the specific target population you plan to serve and address the following points:

   **A.** Which population(s) do you plan to serve (un/underemployed, disconnected young adults, or incumbent worker)?

   **B.** Provide additional demographic information about the population you are proposing to serve, such as older workers, veterans, unemployment insurance claimants, TANF recipients, homeless individuals or individuals who are living in shelters, low-income individuals or persons with disabilities. Provide an explanation of why the population is an appropriate fit with the targeted occupation(s) and sector.

   **C.** Describe the track record and experience of partnership member organizations in working with each population you are proposing to serve.

Numbers 4, 5 & 6 ask for more detail about the program design that will be designed and implemented to serve the specific target populations you are proposing to serve (un/underemployed, disconnected young adults and incumbent workers). Please answer the questions for each target population you are proposing to serve.

4. ***Un/Underemployed Residents Program Design:*** If you are proposing to serve un/underemployed residents please answer the following questions.

   **A. *Recruitment, Assessment & Selection***

      **A.** How will participants be recruited? List the partners or organizations that will be sources for referrals. What methods (open houses, orientation, referrals, etc.) will be used to recruit participants? Why do you believe this will be an effective recruitment strategy?

      **B.** Who (name, position, organization) will be responsible for recruiting participants?

      **C.** Describe the selection and assessment process. What criteria will be used to determine participant readiness and fit with the proposed program? What process and tools will be used to determine whether prospective participants meet these criteria?

**D.** Describe how employers will be involved in designing and/or conducting the assessment and selection processes to ensure that they are aligned with the requirements of the targeted occupations.

**E.** Describe the role of other partners in the recruitment, assessment and selection process.

**B. *Classroom Training Delivery***

- Using the table below, list the training and education components that will be provided to participants enrolled in each training program. An example is provided in the first three rows of the form. In this example, the C.N.A program is made up of three components-the skills training, the C.P.R./First Aid and the C.N.A practicum. Please list each component on a different line. Please delete the example when completing your application.

| Program | Training/Education Component | How will education & training components be provided (classroom instruction, OJT, work experience, distance learning, etc.) | Number of Hours |
|---|---|---|---|
| *C.N.A* | *Skills Training* | *Classroom Instruction* | *70* |
| *C.N.A* | *C.P.R/First Aid* | *Classroom Instruction* | *8* |
| *C.N.A* | *C.N.A Practicum* | *Work Experience* | *80* |

- How will these activities prepare participants for successful placement in the targeted occupations?
- What methodology will be used to assess participants' skill acquisition in the training and education components?
- If a credential is required for entry into the targeted occupation(s), what is the strategy for ensuring that participants earn the credential? How is the credential earned and which organization awards the credential? Is there an exam participants must pass in order to receive the credential? If so, which organization administers the exam? Is there a fee? If so, who will pay the fee? What are the prerequisites for attempting to earn the credential (passing an accredited class, work experience, etc.)? What systems will you establish to ensure program staff can obtain information about participant credentialing results?
- Will you use existing curricula for these components or develop new curricula? If you will develop new curricula, why are these new curricula needed? Describe the research you conducted to inventory existing curricula of the same topic. How will it be developed? Who will be involved and when will it be ready to be implemented? Who will be responsible for ensuring that the final product is replicable is provided to Commonwealth Corporation in the required format?
- Describe how partners, including employer partners, will be involved in designing and providing feedback about the training and education components to ensure they are aligned with (technical and non-technical) job requirements and lead to successful job placement in the targeted occupations.

**C. *Work Experience***

- Describe the proposed content, length and structure of the work experience.

- In what form will the required work experience be provided (paid, unpaid, on-the-job training)? If this will be a paid experience, who will pay for it? If this will be a paid work experience, list the industry cluster partner who will include participants on their payroll.
- Name the employers who will provide the required work experience. Please note this commitment should be reflected in the employer partners section of the MOA. Who will be responsible for securing and coordinating these work experience placements?
- What methodology will be used to assess participants' skill acquisition in work experience?

**D. *Participant Supports***

- Who (name, title, organization) will be responsible for providing case management?
- How frequently will case managers have contact with participants to assess their need for supports?
- How will case managers engage with participants and employers during the required work experience?
- What support will the partnership provide to participants to help them overcome personal barriers to successful completion and employment (e.g., transportation, child care, tuition support)?
- Please describe how participants' performance will be reviewed and how participants will be given feedback throughout the program to allow for practice and development of the skills needed to prepare for unsubsidized work. What criteria, process and tools will be used to assess participant job performance, growth and readiness for placement in the target occupation?

**E. *Job Placement***

- How will you determine whether a participant has successfully completed the program and is ready for placement? Which partners will be involved in making this determination?
- Who (name and organization) will be responsible for job placement? What is the project team's experience with job development and job placement?
- Who (names and organizations) are the hiring managers responsible for making decisions about which candidates are hired? How will they be engaged in the design and implementation of the program, including the job placement phase?
- How will you organize and deliver job search, job matching and job placement services? What will be the responsibilities of participants and of staff in these services? What activities will the job developer conduct to develop unsubsidized jobs and place training completers into them?
- What will be included and how will you organize and deliver post placement support and job retention services? What services will be available to participants after they have been hired?
- What supports will be available to employers after they have hired a participant? How will staff engage with employers to communicate about the success of the participants in retaining their job?

**5. *Disconnected Young Adults Program Design:*** If you are proposing to serve disconnected young adults please answer the following questions.

**A. *Recruitment, Assessment & Selection***

- How will participants be recruited? List the partners or organizations that will be sources for referrals. What methods (open houses, orientation, referrals, etc.) will be used to recruit participants? Why do you believe this will be an effective recruitment strategy?

- Who (name, position, organization) will be responsible for recruiting participants?
- Describe the selection and assessment process. What criteria will be used to determine participant readiness and fit with the proposed program? What process and tools will be used to determine whether prospective participants meet these criteria?
- Describe how employers will be involved in designing and/or conducting the assessment and selection processes to ensure that they are aligned with the requirements of the targeted occupations.
- Describe the role of other partners in the recruitment, assessment and selection process.

**B. *Classroom Training***

- Using the table below, list the training and education components that will be provided to participants enrolled in each training program. An example is provided in the first three rows of the form. In this example, the C.N.A program is made up of three components-the skills training, the C.P.R./First Aid and the C.N.A practicum. Please list each component on a different line. Please delete the example when completing your application.

| Program | Training/Education Component | How will education & training components be provided (classroom instruction, OJT, work experience, distance learning, etc.) | Number of Hours |
|---|---|---|---|
| *C.N.A* | *Skills Training* | *Classroom Instruction* | *70* |
| *C.N.A* | *C.P.R/First Aid* | *Classroom Instruction* | *8* |
| *C.N.A* | *C.N.A Practicum* | *Work Experience* | *80* |

- How will these activities prepare participants for successful placement in the targeted occupations?
- What methodology will be used to assess participants' skill acquisition in the training and education components?
- If a credential is required for entry into the targeted occupation(s), what is the strategy for ensuring that participants earn the credential? How is the credential earned and which organization awards the credential? Is there an exam participants must pass in order to receive the credential? If so, which organization administers the exam? Is there a fee? If so, who will pay the fee? What are the prerequisites for attempting to earn the credential (passing an accredited class, work experience, etc.)? What systems will you establish to ensure program staff can obtain information about participant credentialing results?
- Will you use existing curricula for these components or develop new curricula? If you will develop new curricula, why are these new curricula needed? Describe the research you conducted to inventory existing curricula of the same topic. How will it be developed? Who will be involved and when will it be ready to be implemented? Who will be responsible for ensuring that the final product is replicable is provided to Commonwealth Corporation in the required format?
- Describe how partners, including employer partners, will be involved in designing and providing feedback about the training and education components to ensure they are aligned with (technical

and non-technical) job requirements and lead to successful job placement in the targeted occupations.

### C. *Work Experience*

- Describe the proposed content, length and structure of the work experience.
- In what form will the required work experience be provided (paid, or on-the-job training)? How will the work experience be paid for? Which industry cluster partner will list the participant on its payroll?
- Name the employers who will provide the required work experience. Please note this commitment should be reflected in the employer partners section of the MOA. Who will be responsible for securing and coordinating these work experience placements?
- What methodology will be used to assess participants' skill acquisition in work experience?

### D. *Participant Supports*

- Who (name, title, organization) will be responsible for providing case management?
- How frequently will case managers have contact with participants to assess their need for supports?
- How will case managers engage with participants and employers during the required work experience?
- What support will the partnership provide to participants to help them overcome personal barriers to successful completion and employment (e.g., transportation, child care, tuition support)?
- Please describe how participants' performance will be reviewed and how participants will be given feedback throughout the program to allow for practice and development of the skills needed to prepare for unsubsidized work. What criteria, process and tools will be used to assess participant job performance, growth and readiness for placement in the target occupation?
- How will program policies about failing to adhere to workplace norms (such as attendance and behavior) be incorporated into the program design? How will policies allow for practice while upholding expectations for workplace norms?
- Describe how employers will be involved in designing and structuring reviews and policies to ensure that both are aligned with job requirements and performance review processes. How will employers be engaged in conducting or reviewing participant assessments?

### E. *Job Placement*

- How will you determine whether a participant has successfully completed the program and is ready for placement? Which partners will be involved in making this determination?
- Who (name and organization) will be responsible for job placement? What is the project team's experience with job development and job placement?
- Who (names and organizations) are the hiring managers responsible for making decisions about which candidates are hired? How will they be engaged in the design and implementation of the program, including the job placement phase?
- How will you organize and deliver job search, job matching and job placement services? What will be the responsibilities of participants and of staff in these services? What activities will the job developer conduct to develop unsubsidized jobs and place training completers into them?

- What will be included and how will you organize and deliver post placement support and job retention services? What services will be available to participants after they have been hired?
- What supports will be available to employers after they have hired a participant? How will staff engage with employers to communicate about the success of the participants in retaining their job?

6. ***Incumbent Worker Program Design:*** If you are proposing to serve incumbent workers please answer the following questions.

**A. *Recruitment, Assessment & Selection***

- How will participants be recruited? List the partners or organizations that will be sources for referrals. What methods (open houses, orientation, referrals, etc.) will be used to recruit participants? Why do you believe this will be an effective recruitment strategy?
- Who (name, position, organization) will be responsible for recruiting participants?
- Describe the selection and assessment process. What criteria will be used to determine participant readiness and fit with the proposed program? What process and tools will be used to determine whether prospective participants meet these criteria?
- Describe how employers will be involved in designing and/or conducting the assessment and selection processes to ensure that they are aligned with the requirements of the targeted occupations.
- Describe the role of other partners in the recruitment, assessment and selection process.
- How will the current and future managers of the incumbent workers be involved in the recruitment and selection process?

**B. *Classroom Training Delivery***

- Using the table below, list the training and education components that will be provided to participants enrolled in each training program. An example is provided in the first three rows of the form. In this example, the C.N.A program is made up of two components-the skills training and the C.P.R./First Aid component. Please list each component on a different line. Please delete the example when completing your application.

| Program | Training/Education Component | Where will the training take place (work site, training provider, etc.) | How will education & training components be provided (classroom instruction, OJT, work experience, distance learning, etc.) | Number of Hours |
|---|---|---|---|---|
| *C.N.A* | *Skills Training* | *XYZ Training Provider* | *Classroom Instruction* | *70* |
| *C.N.A* | *C.P.R/First Aid* | *XYZ Training Provider* | *Classroom Instruction* | *8* |

- How will these activities prepare participants for successful advancement in the targeted occupations?

- What methodology will be used to assess participants' skill acquisition in the training and education components?
- If a credential is required for entry into the targeted occupation(s), what is the strategy for ensuring that participants earn the credential? How is the credential earned and which organization awards the credential? Is there an exam participants must pass in order to receive the credential? If so, which organization administers the exam? Is there a fee? If so, who will pay the fee? What are the prerequisites for attempting to earn the credential (passing an accredited class, work experience, etc.)? What systems will you establish to ensure program staff can obtain information about participant credentialing results?
- Will you use existing curricula for these components or develop new curricula? If you will develop new curricula, why are these new curricula needed? Describe the research you conducted to inventory existing curricula of the same topic. How will it be developed? Who will be involved and when will it be ready to be implemented? Who will be responsible for ensuring that the final product is replicable is provided to Commonwealth Corporation in the required format?
- Describe how partners, including employer partners, will be involved in designing and providing feedback about the training and education components to ensure they are aligned with (technical and non-technical) job requirements and lead to successful advancement in the targeted occupations.

**C. *Participant Supports***

- Who (name, title, organization) will be responsible for providing career coaching support?
- How frequently will career coaches have contact with participants to assess their need for supports?
- How will career coaches engage with and interact with supervisors of incumbent workers?
- What support will the partnership provide to participants to help them overcome personal barriers to successful completion and advancement (e.g., transportation, child care, tuition support)?
- Please describe how participants' performance will be reviewed and how participants will be given feedback throughout the program to allow for practice and development of the skills needed to prepare for their advancement. What criteria, process and tools will be used to assess participant job performance, growth and readiness for advancement in the target occupation?

**D. *Job Advancement & Wage Gains***

- How will you determine whether a participant has successfully completed the program and is ready for advancement? Which partners will be involved in making this determination?
- Describe when training related advancement and wage gains will occur for incumbent workers (specific date or benchmark) and the process that employers will use to implement these advancements.
- What will be included and how will you organize and deliver post placement support and job retention services. What services will be available to participants after they have advanced into their new role?
- What supports will be available to employers after they have promoted a participant? How will employers be engaged?

7. ***Staffing*:**

**A.** Please complete the chart below identifying the staff name, title, FTE and source of funding (grant award or match) that will be dedicated to this grant for each primary staff role. Include additional lines if needed. If a staff member overlaps multiple functions please list his or her name on each line next to the corresponding role.

**B.** Describe each staff member's roles and responsibilities.

**C.** Indicate the experience and qualifications for each position.

**D.** Describe the level of decision-making authority the project coordinator will have and the coordinator's access to key program and policy decision makers throughout the implementation period. What relationship will this position have to the partnership group? To whom is the project coordinator accountable?

| **Role** | **Name** | **Job Title** | **FTE** | **Grant or Match** |
|---|---|---|---|---|
| **Program Manager** | | | | |
| **Data Entry** | | | | |
| **Case Manager** | | | | |
| **Job Developer** | | | | |
| **Partnership Coordinator** | | | | |
| **Career Coach** | | | | |

## PART 3: TRAINING TIMELINE FORM

Please list each training session that will be offered, in chronological order. If a training course will be offered multiple times please list each course separately. If necessary, insert rows into the chart to capture all of the training sessions that you plan to offer. An example is provided in the first two rows of the form. Please delete these when completing your application.

| Start Date (Month/Year) | End Date (Month/Year) | Training Program/Target Occupation | Course Name | Training Provider | # Of Training Hours | # Of Participants | Target Population (Incumbent Worker, Un/Underemployed, Disconnected Young Adult) | Will Training Result in a Credential |
|---|---|---|---|---|---|---|---|---|
| ***Ex: 5/2013*** | ***7/2013*** | ***C.N.A*** | ***C.N.A*** | ***ABC Training School*** | ***78*** | ***15*** | ***Unemployed*** | ***MA C.N.A Certification*** |
| ***Ex: 7/2013*** | ***8/2013*** | ***C.N.A*** | ***C.N.A Practicum*** | ***ABC Employer XYZ Employer*** | ***80*** | ***15*** | ***Unemployed*** | ***None*** |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

## PART 4: BUDGET, BUDGET NARRATIVE AND MATCH CONTRIBUTION FORMS

**General Instructions:** The proposed budget must be submitted using the following 3 attachments provided in MS Excel file format:

1. Budget Form (Part 4a)
2. Budget Request Narrative Form (Part 4b)
3. Match Contribution Form (Part 4c)

Budget Form (Part 4a): serves as a cover sheet to the Budget Request Narrative and Match Contribution Forms. While it is formatted with formulas, please check all amounts for accuracy prior to submission. The Budget Form also includes a cost analysis, using information entered into the Outcome Chart Form (Part 5) and the Budget Request Narrative (Part 4b) to calculate the cost per outcome and the annualized wages associated with placement into a new job or a wage increase. Reviewers will use these calculations in conducting a cost benefit analysis.

A strong proposal will include a comprehensive cost that is no more than $7,500 per employment outcome. If an applicant proposes to serve a population that requires more intensive and/or longer duration of services to be successful, applicants may propose a cost per outcome that exceeds these amounts; however, you must justify this cost per outcome in the explanation section on Part 4a.

Budget Request Narrative Form (Part 4b): outlines all of the project costs for which you are requesting grant funds. This budget should be based upon the entire requested grant duration (up to three years). However, we encourage applicants to develop separate budgets for each year of the grant that add up to the budget submitted with your application. Applicants selected for funding will be required during contract negotiations to submit annual budgets for each year of the grant.

Each line item amount should have clear and sufficient cost rationale. Applicants must complete the following columns for each line item for which they are requesting funds.

- ***Actual Cost (AC) or Cost Allocation (CA):*** Please identify whether these expenses will be charged based upon actual costs or a cost allocation plan.

  Please note: Applicants awarded funding will be required to provide a copy of their cost allocation plans describing the methodology used to arrive at any costs that will be charged on a cost allocation basis. Actual costs will need to be supported with appropriate back-up documentation along with quarterly invoices to Commonwealth Corporation.

- ***Description of use of funds:*** Please include a description to explain how funds will be used. Examples of appropriate descriptions are provided in the Sample Budget Narrative included in the attached Excel spreadsheet along with Parts 4a, 4b and 4c.

- ***Calculations:*** To reduce calculation errors, please use these two columns to include the rate and unit of measurement used to calculate each line item. Instructions for specific line items are included below in the Category Instructions. Applicants may include additional detail in the ***description of use of funds*** column to explain any expenses that do not conform to the standard unit of measurement @ rate calculation format.

Part 4b has examples of cost rationale (in blue) for each line item category. Please note that we have included an expense in each line item to illustrate the type of information that should be provided for each line item. However, this should not suggest that we expect each applicant to allocate an expense for every line item in the budget.

Match Contribution Form (Part 4c): following the same format and process as the Budget Request Narrative Form, the Match Contribution Form outlines all the project costs that will be funded from other sources. Each match line item amount should have clear and sufficient cost rationale.

Please follow the Category Instructions below for completing the Budget Request Narrative and Match Contribution Forms and remember to *check all amounts* for accuracy prior to submission.

---

**Category Instructions**: Budget Request Narrative and Match Contribution Forms

**A. Salary & Fringe**

Salary: This category is for project costs related to staff that will be performing project-related functions and will be on the payroll of the lead applicant only. List each staff person (name, if known and job title) on a separate line. List the actual rates of pay each staff person will receive for compensation in the column labeled "Rate/hour" and the quantity of hours each staff person will work on this grant in the column labeled "hours". Applicants should factor in any proposed increases over the grant period into the average hourly rate and be prepared to show specific hourly rates per project year in annual grant budgets submitted during contract negotiations.

Fringe: Include the percentage used to calculate the actual dollar amount of employee benefits in the column labeled "fringe %." Provide detail about the benefits included in the rate and the rate associated with each benefit.

**B. Other Program Costs**

Travel: This category is for staff travel (lead applicant staff only) required to achieve the project goals. Include a description indicating the need for the proposed travel, destinations, and mode of travel. Include the mileage rate in the column labeled "rate" and the total number of miles in the column labeled "unit." Mileage will not be reimbursed beyond the current federally approved rates.

Space Rental**:** This category is for space rental related to project activity. If funds will be allocated on a cost allocation basis, include an average monthly cost in the column labeled "rate" and the duration of your grant in the column labeled "unit." If costs will be allocated on an actual cost basis include the actual monthly cost of rent in the column labeled "rate" and the duration of your grant in the column labeled "unit."

Telephone & Communications**:** This category is for telephone and other communication costs related to project activity. If funds will be allocated on a cost allocation basis, include an average monthly cost in the column labeled "rate" and the duration of your grant in the column labeled "unit." If costs will be allocated on an actual cost basis include the actual monthly cost of telephone & communications in the column labeled “rate” and the duration of your grant in the column labeled “unit.”

Equipment Rental & Lease**:** This category is for rental or lease of office equipment necessary for implementation of the project. Include a list of items to be leased. If funds will be allocated on a cost allocation basis, include an average monthly cost in the column labeled “rate” and the duration of your grant in the column labeled “unit.” If costs will be allocated on an actual cost basis include the actual monthly cost of equipment rentals in the column labeled “rate” and the duration of your grant in the column labeled “unit.”

Equipment Purchase**:** This category is for equipment purchases. Include a list of items to be purchased. Include the cost of the item in the column labeled “rate” and the total number of units that will be purchased in the column labeled “unit.”

Postage & Mailings**:** This category is for postage and mailing related to project activity. Provide a description of the use of these funds. If funds will be allocated on a cost allocation basis, include an average monthly cost in the column labeled “rate” and the duration of your grant in the column labeled “unit.” If costs will be allocated on an actual cost basis over the duration of the grant, include the total cost of postage in the column labeled “rate” and fill in a number “1” in the column labeled “unit.”

Publication/Print/Copying**:** This category is for publication, printing and copying related to project activity. Provide a description of the use of these funds. Include the total cost of publication, printing and copying in the column labeled “rate.” If funds will be allocated on a cost allocation basis, include an average monthly cost in the column labeled “rate” and the duration of your grant in the column labeled “unit.” If costs will be allocated on an actual cost basis over the duration of the grant, include the total cost of publication, printing and copying in the column labeled “rate” and fill in a number “1” in the column labeled “unit.”

Meeting Expenses**:** This category is for meeting expenses related to project activity. Provide a description of the use of these funds. Include a meeting cost rate in the column labeled “rate” and the total number of meetings that will be held over the duration of your grant in the column labeled “unit.”

Office Supplies & Materials**:** This category is for office supplies related to project activity. Provide a description of use of these funds. If funds will be allocated on a cost allocation basis, include an average monthly cost in the column labeled “rate” and the duration of your grant in the column labeled “unit.” If costs will be allocated on an actual cost basis over the duration of the grant, include the total cost of office supplies & materials in the column labeled “rate” and fill in a number “1” in the column labeled “unit.”

Marketing & Advertising**:** This category is for marketing and advertising related to project activity. Provide a description of use of these funds. Include the cost of the advertisement in the column labeled “rate” and the number of times you plan to run the advertisement in the column labeled “unit.”

Training Materials**:** This category is for expenses related to the purchase of training materials related to project activity. Provide a description of the training materials. Include the cost per unit of the training materials in the column labeled “rate” and the cost per unit in the column labeled “unit.”

**C. Support Services**

Training Stipend: This category is for stipends paid to participants during their participation in classroom training. Include the amount of the stipend in the column labeled "rate" and the total number of participants anticipated to receive the stipend in the column labeled "unit."

Work Experience: This category is for wages and stipends paid to participants or wage subsidies paid to employers during work experience, including on-the-job training. Provide a description of the type of compensation (stipend, hourly wage for internship, wages for on-the-job training) and the number of weeks of employment. Include the total maximum compensation that will be paid to or in the case of a wage subsidy, on behalf of each participant under the column labeled "rate" and the total number of participants anticipated to receive the stipend in the column labeled "unit."

Transportation**:** This category is for transportation expenses related to the support of participants during training. Provide a description of the use of funds. Include the average amount that will be provided per participant in the column labeled "rate" and the total participants in the column labeled "unit."

Participant Tuition & Fees**:** This category is for tuition and fees associated with training slots for one or more participants. Include the cost per participant in the column labeled "rate" and the total number of participants in the column labeled "unit." Any costs that the applicant will contractually agree to pay a training provider for group instruction should not be included in this line item, and should be included in the training contractors' line item.

Other: This category is for other expenses related to the support of participants during training. Provide a description of the use of funds. Include the average cost per participant in the column labeled "rate" and the total number of participants in the column labeled "unit."

**D. Contracted Services**

Training Contractors: This category is for project costs related to training services provided to the applicant on a contract basis by individuals, organizations or companies that are subcontractors or consultants to the applicant. If the cost of the course is negotiated at an hourly rate, include the hourly rate in the column labeled "rate" and the total number of instructional and preparation hours in the column labeled "unit." If the cost of the course is negotiated at a course based rate, include the total cost of the course in the column labeled "unit" and the number of times the course will be offered in the column labeled "rate." If rates vary by course, please list each course in a separate row. At a minimum please list each training provider on a separate line.

Curricula Development Contractors: This category is for project costs related to the development of curricula. Provide a description of the use of funds including the name of the organization or individual that will be contracted to develop the curricula and the new courses that will be developed. Include the hourly rate in the column labeled "rate" and the number of hours that will be spent developing the curricula in the column labeled "unit."

Other Contractors: This category is for expenses related to other contracted services, including any contracted services to fulfill required staffing roles. Provide a description of the use of funds including the name of the organization or individual that will be contracted to perform this service. Include the hourly rate in the column labeled “rate” and the quantity of hours each task will require in the column labeled “unit.” Please list each contractor on a separate line.

**E. Indirect Costs** This category is for indirect costs. Indirect costs are costs incurred for common or joint objectives that are not easily identifiable to a single grant and benefit multiple programs. Grantees must apply indirect costs through the use of an approved indirect cost rate or an approved cost allocation plan. Indirect costs should not exceed 7.5% of the sum of all project expenses, listed as the “Sub Total” line of the Budget Request Narrative Form, Part 4b. If the applicant’s indirect rate exceeds 7.5% this may be documented as part of your match contribution.

## PART 5: OUTCOME CHART

**General Instructions:** The outcome chart must be submitted using Part 5 provided in the MS Excel file format. This form summarizes the key anticipated outcomes for the proposed project. These outcomes will be incorporated into the final contract. In addition to the outcomes listed here, grantees will be required to collect other information about participant demographics, wages, and other project results.

Please enter goals for each population (un/underemployed, disconnected young adults, and incumbent workers) under the column labeled "goal" for each population that you propose to serve. We have programmed formulas that will automatically calculate the performance rates under the column labeled "rate" for each performance measure.

**Section I: Enrollment & Completion Goals:** This section should be completed for all participants.

1. *Number of participants enrolled in training program:* Please enter the total number of participants that will be enrolled in the proposed training program. For incumbent workers, please enter the number of incumbent worker participants that will be enrolled in the proposed training program by each employer partner. Please insert the name of the employer partner, replacing the generic placeholders currently labeled "Employer A." Please insert additional rows to accommodate all employers participating in incumbent worker training.

2. *Number of participants completing training program:* Please enter the total number of participants that will complete the proposed training program. Program completion includes the completion of both the classroom training and work experience components.

3. *Number of participants earning an industry recognized credential as a result of training:* Please enter the total number of participants that will earn an industry recognized credential as a result of training. If the industry does not recognize or require an industry recognized credential and the proposed program design does not result in an industry recognized credential leave this field blank.

**Section II: New Employment Goals:** This section should be completed for un/underemployed and disconnected young adult participants.

4. *Number of participants placed in unsubsidized employment as a result of training:* Each applicant must have hiring commitments from specific employer partners. For this question, enter the number of un/underemployed or disconnected young adult participants that will obtain a job at each employer partner during the period of the grant. Also provide the total number of participants that will obtain a job during the period of the grant by adding up these individual employer commitments. The placement outcomes proposed here should match the hiring commitments for each employer in the Memorandum of Agreement.

5. *Average Hourly Wage at Placement:* Please enter the anticipated starting hourly wage at placement for participants that will be placed in training related unsubsidized employment.

**Section III: Wage Increase Goals:** This section should be completed for incumbent worker participants.

6. *Number of incumbent worker participants that will receive a wage increase as a result of training:* Each applicant must have wage increase commitments from specific employer partners. For this question, enter the number of incumbent worker participants that will receive a wage gain as a result of training at each employer partner during the period of the grant. Also provide the total number of participants that will receive a wage increase during the period of the grant by adding up these individual employer commitments. The wage gain outcomes proposed here should match the commitments for each employer in the Memorandum of Agreement.
7. A one-time bonus or cost of living adjustments should not be counted toward this performance measure.

8. *Average Hourly Wage Increase:* Please enter the amount of the anticipated average hourly wage increase that individuals receiving a wage increase will receive. Please enter a dollar amount, not a percent.

**Section IV: Retention Goals**: This section should be completed for all participants.

9. *Number of participants that retain employment for 9 months:* For un/underemployed and disconnected young adult participants, enter the number of participants that will retain employment 9 months after initial placement. For incumbent worker participants, enter the number of participants that will retain employment 9 months after training completion.

**Section V: Explanation:** This section should be completed by applicants that propose performance rates that are lower than those detailed in Sections 3G, 3I & 3K.

Any applicant that proposes a lower set of performance rates from those listed in Sections 3G, 3I & 3K must explain why the proposed lower rates are appropriate for the proposed target population and proposed program design. This explanation should cite specific performance rates documented for a similar program design, serving a similar population, and is the basis for the proposed performance rates.

## PART 6: INDUSTRY CLUSTER PARTNER CONTACT LIST

Part 6 is the Partner Contact List. This is included as a separate MS Excel Workbook labeled "WCTF Application Parts 4-6." List the contact information for each member of your partnership on this contact list.

# PART 7: SAMPLE MEMORANDUM OF AGREEMENT

**(*NAME of Partnership*)**

## I. Purpose of This Memorandum

This Memorandum of Agreement (MOA) outlines the agreement among the partners listed below. Partners are committed to implementing a program design in _________ industry (enter the target industry) that includes the following features:

- Involvement of business partners in designing assessment/screening protocols and in developing training program curricula to ensure that they are aligned with entry requirements for jobs;
- Work together to develop a middle skills gap workforce development priorities work plan and resource plan;
- Career coaching and case management to ensure participants find and remain in jobs after completing the training program;
- Strategies that address enrollment, occupational and academic skills instructions, job development, job placement, advancement and retention outcomes for the specific identified target population and target occupation(s); and
- Hiring and wage increase commitments

## II. Term

This MOA shall be in effect from __________and shall end on__________. This MOA may be terminated prior to the effective end date upon the full written approval of all the partners.

## III. Partners

List the names of each partner participating in your Industry Cluster Partnership.

## IV. Common Roles & Expectations of Partners

**All Parties agree to (examples):**

1. Have a representative attend and participate in Advisory Board meetings.
2. Communicate consistently through e-mail and phone calls, reading all relevant e-mails, listening to voice mail messages and responding in a timely manner.
3. Work together to solve problems, make decisions, create opportunities for program participants, and support participants' success.
4. Hold participants to program standards
5. Deliver consistent messages, and provide a structured, safe learning environment.

## V. Individual Partner Roles & Expectations

Outline the specific roles and expectations of each partner, which may include:

- Coordinate program logistics and oversee day-to-day operations.
- Provide career readiness training and ensure completion of all work readiness.

- Handle all fiscal and data requirements for the grant.
- Help recruit individuals who are a good fit for the program
- Support participants in addressing challenges outside of the program that might interfere with their success in the program.
- Provide teachers, space and equipment for teaching occupational skills.
- Provide paid work experience.
- Evaluate participants and provide honest feedback to and all partners about participants' progress.
- Participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.
- Provide participant level data to the lead applicant
- Provide the talents and support of hiring managers to design a program that will meet their workforce needs and lead to job placements and advancements

In addition, we are seeking the following detailed commitments from businesses.

*For programs proposing to place participants into a job, businesses should sign the MOA with the following commitments:*

(business name) agrees to identify hiring managers to participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet hiring standards.

(business name) agrees to hire (number of graduates to be hired) graduates at an average starting hourly wage of (average starting hourly wage).

*For programs proposing to prepare participants for advancement with their current employer, businesses should sign the MOA with the following commitments:*

(business name) agrees to participate in the design of assessment/screening protocols and training program curriculum to ensure graduates of the program meet criteria to be eligible for advancement.

(business name) agrees to provide a wage increase to (number of graduates to receive wage increase) at an average hourly increase of (average amount of hourly increase in dollars). This wage increase will occur (specific point in time or benchmark-such as the attainment of a credential-when the wage increase will be awarded).

## V. Signatures

Have each partner's representative sign and date the MOA. Make sure the signatories have contractual authority for their organization.

**Partner Organization Name**

**Signatory Name**

**Signature: ____________________________________________________Date: _____________**

**Partner Organization Name**

**Signatory Name**

**Signature: ____________________________________________________Date: _____________**

## PART 8: CERTIFICATES OF GOOD STANDING

Part 8 must include a Certificate of Good Standing (C.O.G.S.) from the Massachusetts Department of Revenue for each industry cluster partner that is financially benefiting from the WCTF funds. Please follow steps 1-2 to determine which organizations must submit a Certificate of Good Standing.

**Step 1:** Please list each organization for which you are proposing to allocate grant funds. This should include all allocations included in Budget Form (Part 4a). For each organization you list below, include the organization's Department of Unemployment Assistance Identification Number and its Federal Employer Identification Number.

| Organization Name | Department of Unemployment Assistance Identification Number | Federal Employer Identification Number | Certificate of Good Standing Included (Yes) |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

**Step 2:** Please list each employer partner that will receive WCTF funded training for their employees. For each organization you list below, include the organization's Department of Unemployment Assistance Identification Number and its Federal Employer Identification Number.

| Employer Name | Department of Unemployment Assistance Identification Number | Federal Employer Identification Number | Certificate of Good Standing Included (Yes) |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

**Step 3:** Submit a Certificate of Good Standing (C.O.G.S) from the Massachusetts Department of Revenue for each partner listed in step 1 and step 2.

Please follow this guidance when requesting and submitting Certificates of Good Standing:

- The Certificate of Good Standing is not the same and should not be confused with a Certificate of Incorporation.
- This is a link to a sample C.O.G.S: http://www.mass.gov/lwd/docs/dcs/wtf/dor-cert-good-standing.pdf.
- C.O.G.S. must be less than six months old.
- Please visit the Department of Revenue's website (http://www.mass.gov/dor/businesses/programs-and-services/certificate-of-good-standing.html ) for more information about the C.O.G.S and to complete an online application to obtain a Certificate.
- Applications for a C.O.G.S can take 4-6 weeks to be processed.

## PART 9: CERTIFICATION

**Statement of Tax Compliance:**

Pursuant to M.G.L., c62C, s.49A, I ______________________, signing on behalf of ______________________ certify that under the pains and penalties of perjury that the aforementioned business organization has filed all state tax returns and paid all taxes as required by law.

**Certification of Compliance with Filing Requirements:**

I, _____________________, on behalf of _____________________ aforementioned Lead Applicant, certify that said Lead Applicant has filed with the appropriate town or city clerk; or officer of the Commonwealth, and paid any required fees pursuant to the Massachusetts General Laws as regards partnerships and/or corporations doing business in the Commonwealth.

**Certification:**

I hereby certify that the information provided in this application is accurate and that I am duly authorized/empowered to sign contracts on behalf of this organization.

SIGNATURE: _______________________________________ DATE:_______________________________________

TYPE OR PRINT NAME: _____________________________