

Commonwealth of Pennsylvania
Department of Labor & Industry

FY2016-17 Industry Partnerships
Notice of Grant Availability (NGA)

Published: July 28, 2016
Responses will be accepted until 5 p.m., August 31, 2016
Proposals will be reviewed as they are received

Commonwealth of Pennsylvania
Tom Wolf, Governor
www.pa.gov

Department of Labor & Industry
Kathy Manderino, Secretary
www.dli.state.pa.us

**PA Department of Labor & Industry
PA Workforce Development Board
Notice of Grant Availability for the Industry Partnership Program
Fiscal Year 2016-2017**

Announcement Type: Initial

Key Dates: The closing date for receipt of applications under this announcement is August 31, 2016. Applications must be received no later than 5:00 p.m. Eastern Time.

Address: Mailed applications must be addressed to:

**Michael Leister
Director of Partnership Development
PA Department of Labor & Industry
PA Workforce Development Board
651 Boas Street, Room 514
Harrisburg, PA 17121**

For complete application and submission information, including online application instructions, please refer to the Proposal Submission and Selection Announcement section.

I. Executive Summary

Pennsylvania's Department of Labor & Industry (L&I) announces the availability of Industry Partnership (IP) grant funds to provide high-quality, low-cost multi-employer training throughout the commonwealth. Funds will be awarded to partnerships with compelling proposals to address common workforce needs, including moving trainees along a career pathway, providing stackable credentials, and placing trainees into High Priority Occupations ([HPOs](#)). **Please note, Industry Partnerships grants are subject to the availability of funding.**

As defined in Act 67 of 2011, IP grant funds are provided to collaboratives that provide employer-driven, advanced skills training by bringing together multiple employers, workers, worker representatives and career and technical educators in targeted industry clusters. In FY 2016-17, IP grant funds will be available to partnerships in all 12 recognized industry clusters (Advanced Manufacturing; Agriculture and Food Production; Bio Medical; Building and Construction; Business Services; Education; Energy; Health Care; Hospitality, Leisure and Entertainment; Logistics and Transportation; Real Estate, Finance and Insurance; Wood, Wood Products and Publishing).

Successful partnerships will address common workforce needs, which may include but are not limited to the following:

- Sharing of information, ideas and challenges common to the industry cluster.
- Identifying the training needs of multiple businesses, including skill gaps and credentials and certifications critical to competitiveness and innovation in the industry cluster.

- Facilitating economies of scale by aggregating training and education needs of multiple employers.
- Assisting educational and training institutions in aligning curricula and programs to industry demand, particularly for HPOs.
- Collaborating with PA CareerLink® Centers, youth councils, business-education partnerships, intermediate units, secondary and postsecondary educational institutions, parents, career counselors and career and technical educations for the purpose of addressing the challenges of connecting disadvantaged adults and youth to careers.
- Developing and expanding school-to-career, work-based learning, and other pipeline initiatives, including apprenticeship and pre-apprenticeship opportunities, internships, co-op programs, and summer jobs.
- Assisting companies in addressing common human resource challenges and implementing best organizational practices that grow more “jobs that pay.” These challenges and practices could be related to employee recruitment and retention, retraining incumbent workers, adopting new technologies, fostering experiential and contextualized on-the-job learning, developing and strengthening career ladders within and across companies, and enabling entry-level workers to improve skills and advance to higher-wage jobs.

II. Funding Opportunity Description

Each project funded under this grant must have the ability to perform the stated and approved scope of work and adhere to the required components listed below. Potential applicants are encouraged to review this NGA in conjunction with the attached document labeled Exhibit A – NGA Guidelines for further clarification.

Funds will be awarded for trainings for occupations listed on the current High-Priority Occupations (HPO) list. Training for any occupation not listed on the current HPO list will not be eligible for reimbursement using IP grant dollars.

As noted, IP funding is for multi-employer approaches to identifying and addressing workforce challenges. In keeping with this multi-employer approach, partnerships are required to adhere to a 75% consortium-based training and services requirement (i.e., 75% of resources must be expended on multi-employer training or delivery of related workforce services). Waivers of this requirement may be granted in circumstances where the training will result in significant wage gains or placement outcomes and where the waiver allows for the company-specific implementation of training or other services that emerge out of multi-employer assessment of needs and of strategic interventions. Any waiver request must be completed by the fiscal agent and submitted, in writing, to the PA Workforce Development Board (PA WDB). Upon review, a determination letter will be mailed to the fiscal agent. Changes may not be instituted prior to receipt of an approved determination letter.

A. Available Funding – Industry Partnership funds will be available to establish a new partnership or support an existing partnership. While the application process will be the same for both new and existing partnerships, spending requirements will be different.

- 1. New Partnerships** may apply for up to \$100,000. All new applicants are advised that at minimum, 55% of total grant award funds will be awarded for training, and at maximum,

40% of the total grant will be made available for intermediary services and 5% of the total grant will be made available for administrative costs.

2. **Existing Partnerships** may apply for up to \$200,000. All applicants are advised that at minimum, 70% of total grant award funds will be awarded for training, and at maximum, 25% of the total grant will be made available for intermediary services and 5% of the total grant will be made available for administrative costs.

Please note that grant awards and maximum award amounts are contingent on the availability of funding and subject to change.

B. Population to be Served – Commonwealth of Pennsylvania citizens, including:

1. Incumbent workers
2. New hires
3. Unemployed individuals
4. Individuals pursuing pre-apprenticeship opportunities
5. Individuals in a registered apprenticeship program
6. Individuals requiring skills training to improve skill sets to advance up a career ladder or strengthen established skill sets to move to a higher wage position

Please note that Industry Partnership funding is for multi-employer training. Funding will not be provided for individual firms for challenges unique to those firms. Please refer employer partners seeking funding for skills training that is not a common need, or those seeking funding for the types of training listed on the WEDNetPA website, to [WEDNetPA](#).

C. Required Partnerships/Roles – Local Workforce Development Boards (LWDBs) are mandated partners in and serve as the fiscal agent for all IP grants. A multi-WDB partnership must elect one (1) LWDB from the areas being served to act as a fiscal agent for the collaborative. In addition to this requirement, partnerships must collaborate with the following entities if available in the region and industry:

1. Businesses/Employers
2. Labor and Apprenticeship Organizations
3. Industry Associations
4. PA CareerLink®
5. LWDBs
6. Education Community
7. Economic Development Partners including PREP Partners
8. Human Services Partners
9. Criminal Justice Partners

D. Required Financial Responsibility – To be considered for receipt of IP grant funds, partnerships must provide private sector matching dollars for training. Matched dollars are required at a \$1 to \$1 ratio, of which a minimum of 35% must be cash and a maximum of 65% may be in-kind. The state required 35% cash match **must** be used to support training or other intermediary services and is not to be used for administrative purposes. Preference will be given to partnerships that provide higher levels of cash match. Cash matched funds may not be leveraged from other state grants.

E. Intermediary Services – In addition to providing training, partnerships may also utilize IP funding to provide intermediary services. Intermediary services may include:

1. Convening employers to discuss local workforce needs and trends.
2. Improving education, training and employment support services for job seekers.
3. Conducting research into local workforce needs and trends.
4. Promoting skill standards and career paths that match local employers' needs.
5. Assembling multiple partners and funding streams around common goals.
6. Bringing together businesses, faith-based and community organizations, educational institutions, labor unions, social service agencies and other providers to implement programs and policies to improve labor market outcomes.
7. Reducing employee turnover.
8. Increasing economic mobility for workers.
9. Achieving results with innovative approaches and solutions to workforce problems.

As noted above, Intermediary Services are capped at 40% for new partnerships and 25% for existing partnerships.

III. Proposal Abstract & Narrative Requirements

Each submitted proposal must address the sections listed below. Information supplied in each narrative section should be relevant to the partnership's existing or desired structure.

Proposals should address each narrative section in its entirety in order to ensure the best possible review score. Further information regarding the review and scoring process will be addressed in a later section. Please refer to the template explanation below for information regarding the completion of the project narrative:

Application Forms must be completely filled out and act as the cover page for each partnership proposal.

Narrative Template – Section Explanation:

- A. Introduction** – Provide a brief description of the work to be done by the partnership. Briefly describe the partnership's need for the work outlined within the proposal. If submitting a multi-LWDB proposal, please explain the rationale for collaborating.
- B. Description of Partnership** – Include the following:
 1. **Mission & Vision** – Provide the current mission and vision of the partnership.
 2. **Capacity Building & Recruitment Strategy** – Explain the strategy for increasing membership and employer involvement in the activities and decision-making of the partnership.
 3. **Governance Structure** – Provide an explanation of the existing or planned governance structure of the partnership. Please outline the planned organizational structure, frequency and location of meetings, decision-making structure, outreach efforts and communication and marketing strategies. Outline how and when employer partners are specifically

involved in the decision-making process, including the development of the proposal and the creation of the training plan. All proposals must provide an Organizational Structure Chart as Attachment 6.

4. **Membership Summary** – Proposals must complete the Membership Summary Form, Attachment 4.

C. Project Design, Training Plan, and Intermediary Services Plan:

1. **Project Design** – Explain how the partnership effectively assessed and determined regional workforce needs, including: how training and other workforce needs were prioritized; and, what activities, events or initiatives the partnership developed beyond training. Each proposal must include evidence of a priority need for all proposed training and intermediary activities included in the training plan. This may be provided in the form of employer needs assessments, gap analyses, regional data supplied by the Center for Workforce Information & Analysis (CWIA), data supplied by the Bureau of Labor Statistics, or data from other reliable sources. All data and information will be reviewed and verified by CWIA during the review process. The IP proposal must detail how the awarded funds will be allocated to ensure even/fair distribution to all parties involved. All proposals must provide an Industry Partnership Program Development Timeline as Attachment 5 which outlines program development efforts with area businesses in order to showcase the level of pre-planning that was executed in the creation of the project design.
2. **Training Plan** – All applicants must submit a training plan for the 2016-17 fiscal year. This plan must be developed with input from all participating employers and other collaborators included in the proposal and must be based on regional assessments of workforce and training needs. The template for this information is included along with this document as Attachment 1. The plan must cover July 1, 2016 – June 30, 2017 and provide specific detail as to the following:
 - a. Specific name of training proposed
 - b. All HPO Standard Occupation Codes (SOC) utilizing said training
 - c. Estimated number of participants
 - d. Average cost per participant
 - e. Average cost of training (in total)
 - f. Specific credentials/certifications to be obtained as a result of training

All training plans must include **specific expected outcomes** for the proposed trainings including wage gain and promotions and more specifically, the credentials and/or certifications received. Partnerships will also be required to identify the specific career pathways associated with trainings and provide an outline of the career pathways.

Any addendum to an approved training plan must be completed by the fiscal agent and submitted, in writing, to the PA Workforce Development Board (PA WDB). Applicants awarded FY2016-17 IP funding will be provided with an addendum template that must be used to submit any Training Plan changes. Addendum information will only be made to the CWDS system of record once per month. Changes will be accepted on a monthly schedule which will be provided at time of award. Upon review, a determination letter will be mailed to the fiscal agent. Changes to an approved training plan may not be instituted prior to receipt of an approved determination letter. Failure to receive PA WDB approval of a

training plan revision will result in the costs associated with such training being disallowed and may result in repayment to L&I by the partnership.

3. **Intermediary Services Plan** – All applicants proposing to utilize intermediary services must submit an intermediary services plan for the 2016-17 fiscal year. This plan must be developed with input from all participating employers and other collaborators included in the proposal. The template for this information is included along with this document as Attachment 2. The plan must cover July 1, 2016 – June 30, 2017 and provide specific detail as to the following:
 - a. Specific intermediary services proposed
 - b. Cost of individual intermediary services
 - c. Timeline and work plan for proposed intermediary services
 - d. Explanation for proposing to provide intermediary services

Any addendum to an approved intermediary services plan must be completed by the fiscal agent and submitted, in writing, to the PA Workforce Development Board (PA WDB). Applicants awarded FY2016-17 IP funding will be provided with an addendum template that must be used to submit any Training Plan changes. Upon review, a determination letter will be mailed to the fiscal agent. Changes to an approved intermediary services plan may not be instituted prior to receipt of an approved determination letter. Failure to receive PA WDB approval of an intermediary services plan revision will result in the costs associated with such services training being disallowed and may result in repayment to L&I by the partnership.

D. Integration and Alignment with LWIA Activity:

1. **Fiscal Responsibility** – Provide a summary describing the role of the LWDB(s) within the partnership. Describe the specific roles and provide contact information for LWDB staff, the fiscal process, contracting, local monitoring and evaluation, and the LWDB's intended use of administrative funds.
2. **Leveraging of Resources** – Provide a summary description of how the partnership will leverage resources from federal, state and local areas. Partnerships must address in their proposal how/what other resources are being leveraged to provide these services.

- E. **Expected Outcomes and Evaluation** – This section should clearly state the agreed-upon projected outcomes for proposed training and intermediary services programs and activities that are to take place throughout the grant timeline. These outcomes must be measurable and include quantitative data, i.e. benchmarks/goals related to wage gains, promotions, credentials, certification, pre-apprenticeship opportunities, newly registered apprentices, career-ladder movement and the like. Each IP proposal will set the framework for reporting important qualitative data relating to their specific region's success. All outcomes must be specifically related to individuals utilizing IP-funded trainings and intermediary services.

All partnerships will be required to provide projected outcomes related to two (2) key indicators:

1. **Impact on Workers** –List training outcomes including specific industry-recognized credentials and/or certifications attained, pre-apprenticeship opportunities, newly registered apprentices, wage gains, six (6) month retention rates, promotions, job

placements, etc. Additionally, explain the benefit of these outcomes and why they are important to workers and employers in the partnership.

2. **Effectiveness of the Partnership** – Percentage of cash match obtained above the required 35%, in-kind donations, other contributions, systems change for employers and the partnerships, etc.

Partnerships are also required to include other measureable outcomes aside from those listed above, such as youth outreach and career awareness, impacts to local economies, and job development and growth. Partnership must also submit, at minimum, three (3) unique letters of commitment from employers to promote or hire successful training completers within six months of program completion as Attachment 7.

- F. **Plan for Sustainability** – Partnerships must briefly describe the sustainability plan. Information must include the uses of sustainability funds, provisions for setting/collecting IP participant fees, and the strategy for ensuring continued funding for future trainings/activities. The proposal must also detail the role of the fiscal agent in administering and controlling the sustainability funds. Partnerships must also include a dated copy of their most recent Sustainability Policy as Attachment 8. This policy must clearly demonstrate that the partnership and its members are taking steps to ensure the continued organizational, financial and administrative sustainability of the partnership. While a plan for sustainability is required and collecting sustainability funds from employer partners is highly encouraged, partnerships are not required to collect sustainability funds.
- G. **Budget & Budget Narrative** – The Budget Form, Attachment 3, must be completely filled out and attached to the proposal. In addition, as part of the proposal narrative, this section must contain a complete and thorough explanation of each cost category. Standard budgeting changes within line items during a fiscal year do not require resubmission; however, any major addendum to an approved budget must be completed by the fiscal agent and submitted, in writing, to the PA Workforce Development Board (PA WDB). Upon review, a determination letter will be mailed to the fiscal agent. Changes to an approved budget may not be instituted prior to receipt of an approved determination letter. Failure to receive PA WDB approval of a budget revision will result in any associated costs being disallowed and may result in repayment to L&I by the partnership.

Training for any occupation not listed on the current High-Priority Occupations (HPO) list will not be eligible for reimbursement using IP worker training dollars.

Partnerships are required to adhere to a 75% consortium-based training requirement. Waivers of this requirement may be granted in circumstances where the training will result in significant wage gain or placement outcomes. Any waiver request must be completed by the fiscal agent and submitted, in writing, to the PA Workforce Development Board (PA WDB). Upon review, a determination letter will be mailed to the fiscal agent. Changes may not be instituted prior to receipt of an approved determination letter.

IV. Industry Partnership Participation and Reporting Requirements

Each grantee is required, as a condition of the grant, to submit the following reports in a timely and complete manner:

- A. Industry Partnership Participation in Capacity Building Requirements** – Approved partnerships may be required to participate in on-line surveys, grantee meetings, peer learning, or other capacity building (e.g., Webinars, conference calls, statewide meetings) aimed at improving the quality of the IP Network.
- B. Mid-term Financial Status Report** – Approved partnerships will receive from L&I a mid-term financial status report no later than January 20, 2017, to be submitted no later than February 24, 2017.
 - 1. Mid-term Deobligations** – Based on mid-term financial status reports, deobligations may take place for those projects that show little to no draw down of funds and cannot demonstrate a significant amount of obligated funds. Partnerships that have unencumbered fund balances by April 1, 2017, may be required to return funds to the Department for reallocation to other areas.
- C. Training Program and Participant Data** – All participant data must be entered within 30 days of training completion. LWDBs are required to ensure all IP employers register within the Commonwealth Workforce Development System (CWDS) and that all Worker Training participant information is entered in a timely manner to the Commonwealth through the Incumbent Worker Data module within the system.
- D. Annual Report** – A fiscal year-end report summarizing all training and partnership activities completed at the conclusion of the fiscal year. Partnerships will be required to report on qualitative and quantitative data including but not limited to fiscal information, partnership make-up and administration, training outcomes, impact on employers, continuous partnership improvement, and employer systems change. Approved partnerships will receive from L&I a fiscal year-end reporting document in order to complete this reporting requirement.
 - 1.** Participant surveys indicating specific information relating to an individual’s employment and wage status pre and post training completion will be required on the Annual Report.
- E.** Any other report or information request required by L&I.

V. Technical Assistance

The PA WDB will assist the partnerships in areas such as, but not limited to:

- A.** Access to apprenticeship and pre-apprenticeship activities
- B.** Assistance in developing and registering an apprenticeship program
- C.** Identifying career pathways
- D.** Providing support for the recruitment of new employers into the partnership

- E. Providing regional labor market data and/or cluster analysis
- F. Providing tools and guidance related to assessing the training needs of multiple employers
- G. Helping to develop strategies for sustaining the partnership beyond the organizational stage
- H. Helping the partnership to align with educational, economic development, human services and community partners for maximum effectiveness
- I. Networking and making connections statewide to other partnerships with successful best practices to share
- J. Aligning with statewide sectorial strategies
- K. Verification of HPO and corresponding Standard Occupational Classification codes

For technical assistance please contact:

Mr. Michael Leister
Director of Partnership Development
Phone: 717-705-7650
E-mail: mileister@pa.gov

VI. High Performing Industry Partnership Standards

High Performing Industry Partnership Standards will be measured at the conclusion of each program year. If an Industry Partnership meets the criteria to be named “high performing,” the IP will be eligible for a ten (10) point bonus on the next year’s Industry Partnership grant proposal. Criteria for FY2016-17 include:

- A. Partnership has appropriately expended all Industry Partnership Grant Funds.
- B. Partnership did not exceed limits for intermediary services (25% or 40%) or administration (5%).
- C. Partnership has exceeded the \$1:1 overall match requirement and the 35% cash match requirement.
- D. Partnership has met or exceeded the 75% consortium training requirement.
- E. Partnership has leveraged Industry Partnership funding to obtain additional funds through Federal Grants or other non-state funding sources.
- F. Partnership collected sustainability funds and maintained a sustainability fund account.
- G. Partnership met or exceeded the anticipated number of Industry Partnership training participants on the final approved training plan.

- H. Partnership has all employer partners registered with a folder on CWDS or JobGateway®.
- I. Partnership includes all the required partners as outlined in the Notice of Grant Availability, including at minimum one (1) PREP partner.
- J. Partnership training plan listed industry-recognized credentials and/or certifications as an outcome on a minimum of 60% of the partnerships proposed trainings.

All criteria must be met or exceeded to achieve the high performing designation.

VII. Proposal Grading Criteria

Industry Partnership proposals will be evaluated on the extent to which they incorporate the requirements set forth in this NGA. Each section within the NGA document will be given a point value total. Partnerships will be evaluated on the extent to which they are able to effectively address each required component of the section while ensuring quantitative impacts on the information requested. Each section has been listed below, complete with the maximum number of points able to be awarded for the section:

Section I – Introduction	10 points
Section II – Description of the Partnership	10 points
Section III – Project Design, Training Plan, and Intermediary Services Plan	25 points
Section IV – Integration and Alignment with LWIA Activity	5 points
Section V – Expected Outcomes and Evaluation	25 points
Section VI – Plan for Sustainability	5 points
Section VII – Budget and Budget Narrative	15 points
Attachments	5 points
Total points available:	100 points

Awards will be made to the highest rated applicants whose applications are technically viable. However, L&I reserves the right to make awards to ensure program diversity and alignment with other public funding and/or initiatives. L&I reserves the right to request modifications to applications based on questions raised during the review process. Finally, L&I reserves the right to accept or deny any or all applications if it is determined to be in the best interest of the Commonwealth of Pennsylvania to do so. L&I shall notify all applicants whose applications are not accepted for funding under this NGA.

VIII. Proposal Submission and Selection Announcement

All proposals must be submitted through the fiscal agent, along with a letter of support from each local WDB partner. Proposals submitted in response to this NGA must consist of nine (9) separate and distinct parts:

1. Application & Narrative Form
2. Training Plan – Attachment 1
3. Intermediary Services Plan – Attachment 2

4. Budget Form – Attachment 3
5. Membership Summary Form – Attachment 4
6. Program Development Timeline Form – Attachment 5
7. Organizational Structure Chart – Attachment 6
8. Employer Letters of Commitment – Attachment 7
9. Sustainability Policy – Attachment 8

It is the applicant's responsibility to ensure that all parts are included in the final submission and that the requested funding amount is consistent across all parts and sub-parts of the application. All applicants must use the templates provided along with this NGA when completing proposals for submissions. Failure to utilize the provided templates will result in the application being found non-responsive and it will not be reviewed.

Proposal Submission – Interested parties must submit an electronic copy of all application materials no later than 5:00pm on August 31, 2016. The original, hard copy must be mailed to the PA WDB office. Proposals will be accepted for review and funding consideration on or before August 31, 2016. All submissions must be addressed to:

Michael Leister
Director of Partnership Development
PA Department of Labor & Industry
PA Workforce Development Board
651 Boas Street, Room 514
Harrisburg, PA 17121

All electronic copies should be sent to the PA WDB resource account at: RA-LI-PAWDB@pa.gov.

Award Notices – Proposals selected to receive grant funding will be contacted directly via e-mail on or around October 3, 2016. Applicants not selected to receive funding will be notified by mail.

The PA Department of Labor & Industry reserves the right to award grants on a conditional basis if there are concerns surrounding one or more sections of the proposal. In the instance that a conditional award is granted, it is the responsibility of the applicant to take immediate and appropriate action to remedy the area of concern in accordance with the guidance of L&I.

Failure to complete the NGA submission packet in its entirety, as well as utilize the provided templates will result in the application being deemed non-responsive and not eligible for review.