



Michigan Skills AlliancesSM

Michigan Skills Alliances

Request for Proposals

2009 - 2010



Michigan Skills Alliances

Request for Proposals

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The Opportunity

The State of Michigan is issuing this Request for Proposals (RFP) in support of its regional and sectoral workforce strategy. The purpose of this RFP is to develop and support alliances of employers, educators, workforce developers, and community leaders who come together to solve complex workforce challenges.

Alliances create customized, targeted solutions that leverage the power of collaborative problem solving to meet employer workforce needs faster and more effectively than individual employers can alone. Respondents to this RFP are expected to outline their workforce challenge and their innovative solution to shared employer and worker issues facing their alliance.

Background

The mission of the Department of Energy, Labor & Economic Growth (DELEG), Bureau of Workforce Transformation (BWT) is to provide resources to empower a skilled, diverse workforce in Michigan in an effort to stimulate economic growth by serving businesses and job seekers through education and an innovative, customer-focused service system.

The Regional and Sectoral Strategies (RSS) Division of DELEG/BWT assists in achieving this mission by building and supporting skills alliances and networks, both at a regional level and an industry sector level, to improve the skills and educational attainment of existing and future workers.

Across the nation, regional and sectoral strategies are being deployed by states, regions, and others as an effective means to help employers in key industries solve challenging workforce issues through collaboration while simultaneously providing workers with new skills and career pathways. While Michigan was one of the first states to engage in this work with the launch of the Michigan Regional Skills Alliances (MiRSAs) in 2004, the state of the art has changed and evolved over this timeframe.

Our reflections on the MiRSA effort to date are well informed by 1) our lessons from the 36 MiRSAs established over the last five years and 2) the several statewide Skills Alliances in which DELEG/BWT staff are currently playing more direct roles as conveners and catalysts. Combined, our reflections and lessons learned make it clear that Michigan needs to implement a next generation approach to working with **both Regional and Sectoral Skills Alliances**. This Request for Proposals offers opportunities to develop and support alliances based on that redesigned next generation framework we call “Michigan Skills Alliances.”

Michigan Skills Alliances - The Next Generation of Alliances in Michigan

Michigan Skills Alliances are partnerships of employers, educators, workforce developers, and community leaders who come together within a specific industry sector or geographic region to solve complex workforce challenges such as an industry’s need to fill critical occupations, a mass layoff in the community, or addressing regional workforce trends like low literacy.

The formation of **four types of Michigan Skills Alliances** is being supported by this RFP. These include:

- Regional Skills Alliances (RSA)
- Green Regional Skills Alliances (GRSA)
- Sectoral Skills Alliances (SSA)
- Green Sectoral Skills Alliances (GSSA)



The two families of alliances -- **regional and sectoral** -- are described in detail below.

Regional Skills Alliances (RSAs)

Regional Skills Alliances focus on how to engage various public-private partnerships to support regional, community, and economic development from a workforce perspective. They are geographically centered (e.g., Mid-Michigan, West Michigan, Cities of Promise, WIRED regions, etc.) but are **not** particularly centered around one specific industry. RSAs are designed to achieve two types of impacts:

- Accelerating the transitions of at-risk workers to new skills and new jobs as regional economics adapt to the massive transformations underway across our state, nation, and world; and
- Collaborating with other stakeholders to leverage public, private, non-profit, and philanthropic resources to stimulate economic growth and to serve the workforce needs of employers and job seekers.

Regional Skills Alliances **are organized by a range of leaders** (i.e., community-based, faith-based, employers, educators, government, etc.) **within a region** with goals such as community reinvention, improving overall educational attainment, or solving workforce issues that *cut across multiple industries and occupations*. To maintain Michigan's competitive edge, it is critical to have a highly skilled workforce that supports community and economic development.

Sectoral Skills Alliances (SSAs)

Sectoral Skills Alliances **are driven by employers in a single industry** who develop workforce strategies in partnership with educators and workforce developers to address shared workforce needs. Their geographic coverage may be local, regional, or statewide. SSAs are designed to achieve three types of impacts:

- Improving the adaptability and strength of key industries in Michigan through the development of solutions to workforce challenges on a multi-firm basis;

- Increasing the skills and career pathway opportunities for Michigan workers who are or can become employed in those industry sectors; and
- Accelerating the educational system's capacity to align curriculum with industry needs.

Training to increase the skills of workers is at the heart of Sectoral Skills Alliances. Collaboration is the key to maximizing training efforts, reducing duplication, and creating cost effective training solutions. Sectoral Skills Alliances provide a structure for collaboration among employers, the workforce development system, and education and training institutions through which to identify, understand, and impact workforce challenges.

Green Regional and Sectoral Skills Alliances

Michigan Skills Alliances also catalyze growth in the state's emerging green economy. These alliances have the same characteristics as the general regional and sectoral skills alliances described above. The *only difference* is that Green Regional and Sectoral Skills Alliances are particularly focused on identifying and meeting workforce opportunities *driven by the green economy* that may take the form of new and/or re-imagined industries and revitalized regions throughout Michigan. These alliances focus on the growth of good jobs in renewable energy production and distribution, increasing energy efficiency, and managing natural resources. Michigan's overall state strategy is reflected in the establishment of the Governor's Green Jobs Initiative (GJI). Additional information about the GJI is available at www.michigan.gov/greenjobs.

Successful Michigan Skills Alliances

Whether it is a regional or sectoral skills alliance, creating customized solutions with public and private partners is at the core of the Michigan Skills Alliances. Successful alliances have the following characteristics:

- **Employer Ownership:** Regional and sectoral alliances are more effective when employers' workforce needs are central to the alliance. Employers often present a galvanizing issue that draws in other partners and stakeholders to help create solutions.
- **Effective Conveners:** For employers, educators, workforce developers, and community leaders to work together, a skills alliance requires a smart, savvy, experienced individual to serve as a Convener. It's the job of the Convener to facilitate discussions about regional or sectoral workforce challenges, to listen for common challenges, and to bring multiple stakeholders together to design and implement joint, customized solutions.
- **Clear Impact and Relevance:** The solutions developed by skills alliance partners have the greatest impact when outcomes and goals are clearly defined and progress measured. The goals and outcomes are based on a targeted (not assumed) response to identified workforce opportunities.

Support Available for Michigan Skills Alliances

The purpose of this Request for Proposals (RFP) is to establish Regional Skills Alliances and Sectoral Skills Alliances that improve the skills and educational attainment of existing and future workers. DELEG/BWT will support the formation and ongoing development and implementation of skills alliances of employers, educators, workforce developers, and community leaders who come together to solve complex workforce challenges. Support may come in several forms, including staff support for skills alliance convening and management, technical assistance to skills alliances, and providing financial support to skills alliances.

DELEG/BWT Staff Support Options

DELEG/BWT staff support and technical assistance available to Michigan Skill Alliances includes:

- **Alliance Convening:** DELEG/BWT staff can serve as initial conveners to build and enhance partnerships to solve the workforce needs within the industry sector and/or region. Staff can build relationships, conduct labor market research, convene stakeholders, and manage the work of the alliance.
- **Meeting Facilitation:** DELEG/BWT staff can facilitate meetings to help the alliance move through its agenda.
- **Communications Linkages:** DELEG/BWT staff can act as the communications linkage for the alliance by collecting and disseminating information to the partners involved. This may include developing web-based collaborative workspaces, coordinating meetings, and other forms of support.
- **Strategy Development:** DELEG/BWT staff can facilitate strategic planning for the alliance in order to define objectives, assess progress, implement strategies, and make adjustments as necessary.
- **Labor Market Research:** DELEG/BWT staff can assist the alliance in acquiring, interpreting, and reporting data obtained through multiple sources.
- **Regional and Sectoral Learning Network and Academy:** DELEG/BWT staff will provide an effective platform for peer-to-peer learning; for defining and solving cross-site issues; and for communicating between the DELEG/BWT staff and families of alliances in a given region and/or sector.

Funding Support

All Michigan Skills Alliances grants will be awarded on a competitive basis to state-recognized Regional Skills Alliances and Sectoral Skills Alliances. Alliances may apply for funding of up to \$250,000 to be expended over a specified period of time, but not to exceed four years. Ideally, that support will gradually phase down. An example of a possible phase down approach:

- Year 1 -- \$100,000
- Year 2 -- \$75,000
- Year 3 -- \$50,000
- Year 4 -- \$25,000

This is only an example; funding can be requested for fewer years and lesser amounts. *Alliances are expected to seek long-term sustainability through other sources.*

In multi-year funding commitments, DELEG/BWT will annually negotiate the terms for the upcoming year with the alliance prior to authorizing work for that additional year. Successful and satisfactory attainment of annual benchmarks, objectives, and obligations will be a prerequisite for continued year funding. All awarded funding must be obligated or expended prior to receipt of additional funding. Funding is contingent upon availability. Grants can be terminated by DELEG/BWT with a 30-day notice.

Timeline for Grant Application and Awards

This RFP does not require proposals to be submitted by a specific deadline. DELEG/BWT will accept proposals and recommend awards throughout the year. The electronic version of the RFP is available on the Michigan Skills Alliances website at www.michigan.gov/rsa.

Request for Proposals Released	December 3, 2009
Virtual Bidders Conference	December 17, 2009 and other dates to be determined
Responses to Bidder Inquiries	Questions and answers from the Virtual Bidders Conference will be posted to the Michigan Skills Alliances website at www.michigan.gov/rsa . Ongoing questions related to this RFP will be accepted at any time and answers will be posted to the Michigan Skills Alliances website within 5 business days of receipt.
Proposals Submission Deadline	Proposals accepted throughout the year
Site Visit/Proposal Presentation to DELEG	Scheduled within 30 days of receipt of proposal
Award Notification	Within 60 days of receipt of proposal
Michigan Skills Alliance Summit	Early Spring 2010

Eligible RFP Applicants

Examples of eligible applicants include, but are not limited to:

- Non-Profit Organization
- Local Unit of Government
- Labor Organization
- Economic Development Organization
- Michigan Works! Agency/Workforce Development Board
- Business Association
- Post Secondary Education Institutions

Required Proposal Components

The following outlines the requirements for this RFP. Applicants are encouraged to be innovative in their proposed design and delivery methods developed to meet the needs of the region or industry sector.

For ease, the RFP has been broken into two parts. **Part A is for Regional Skills Alliances applicants** interested in support for an RSA or GRSA. **Part B is for Sectoral Skills Alliances applicants** interested in support for an SSA or GSSA. Please **DO NOT** complete both parts for a single alliance.

Proposal Components:

- Applicant Information and Proposal Cover Sheet
- Proposal Narrative (20 page limit)
- Budget Narrative (Limit 3 pages)
- Budget Summary – Attachment A
- Partner Listing
- Letters of Commitment from Employers
- Letters of Commitment from Funding Partners
- Project Manager’s Résumé/Curriculum Vitae

Part A:

Regional Skills Alliance

**Part A is to be completed by applicants interested in support for
Regional Skills Alliances or Green Regional Skills Alliances.**



Michigan Skills Alliances



Regional Skills Alliance Applicant Information & Proposal Cover Sheet

Applicant Information	
Name of Applicant:	
Contact Person:	
Title:	
Address:	
Phone:	
Fax:	
Email Address:	
Applicant – Type of Organization:	
Federal ID Number:	
Authorized Signatory Information	
<p><i>The authorized signatory is the authorized legal entity that will sign any documents necessary for providing the services outlined in this proposal. Please check the box to the right to designate the signature below as your electronic signature.</i></p>	
Signature: (Type name)	Date: <input type="checkbox"/>
Title:	
Organization:	

Technical Assistance Request

Please select each of the technical assistance areas that your alliance is interested in receiving from DELEG/BWT staff.

Alliance Convening	<input type="checkbox"/>
Meeting Facilitation	<input type="checkbox"/>
Communications Linkage	<input type="checkbox"/>
Strategy Development	<input type="checkbox"/>
Labor Market Research	<input type="checkbox"/>

Funding Request

Alliances may apply for funding of up to \$250,000 to be expended over a period not to exceed four years. Ideally, the funding award will follow a phase down schedule in order to support both larger initial start-up costs as well as subsequent operational costs.

Funding Request: \$

Regional Skills Alliance Focus

Geographic Reach: Please identify the region in which the Regional Skills Alliance will be formed.

Would you classify your alliance as a Green Regional Skills Alliance? YES
 NO

If yes, describe how your alliance aligns with Michigan's Green Jobs Initiative.

Convener Information

The role of the Convener is to identify and mobilize key partners, manage the movement and progression of the alliance, and maintain organizational capacity with the group.

Name of Convener:	
Organization:	
Title:	
Address:	
Phone:	
Fax:	
Email Address:	

Fiscal Agent

The Applicant and Fiscal Agent may be the same entity. The Fiscal Agent will perform the administrative duties and functions related strictly to fiscal operations.

Name of Fiscal Agent:	
Organization:	
Title:	
Address:	
Phone:	
Fax:	
Email Address:	

Narrative Guidelines and Scoring (100 Points + 2 Bonus Points)

I. Galvanizing Issue (10 points)

Effective skills alliances are those organized around a galvanizing workforce issue facing the community or geographic area. DELEG/BWT technical assistance and funding will focus on supporting Regional Skills Alliances in which the partnering coalition brings a clear sense of urgency because one or more compelling shared challenges face stakeholders within a specific region.

The proposal must:

- Clearly and concisely identify and explain the galvanizing issue, i.e., workforce issue/challenge that the partnership will address initially as a skills alliance. This might include skills gaps in incumbent workers, new workers, or both populations. It might also include skill development that can contribute to accelerating economic recovery and growth in the RSA's region.
- Articulate applicable specific demographic challenges, such as replacing an aging workforce or working with immigrant and refugee populations with English as a Second Language needs.
- Identify further research needs, such as mapping assets or resources that the partnership will address in the short-, medium-, and long-term if funded.

Applicants will be rated on the identification of the galvanizing issue, description of the issue, and description of research performed surrounding the needs to be addressed by the alliance.

II. Regional Reach (10 Points + 2 Bonus Points)

DELEG has prioritized 3 regional foci based on projected growth and share of regional economic activity. **Applicants will receive 2 Bonus Points if they select and justify one of the following regions as their focus:**

Regions:

- Cities of Promise
 - Benton Harbor
 - Detroit
 - Flint
 - Hamtramck
 - Highland Park
 - Muskegon Heights
 - Pontiac
 - Saginaw
- WIRED Regions
 - Mid Michigan
 - Southeast Michigan
 - West Michigan
- Green Economy Hubs
 - Saginaw/Midland/Bay Area
 - Southeast Michigan Area
 - Thumb Area
 - West Michigan

The proposal must:

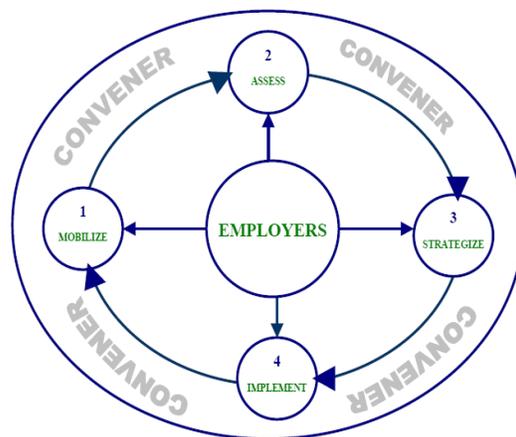
- Identify the region(s) of focus and demonstrate why it is a region, justified by data collection and analysis as well as by a regional development strategy.
- Note any other efforts underway in the region(s) to address the workforce needs. Michigan Skills Alliances are intended to build on and leverage other regionally-based efforts, but not be duplicative.

III. Regional Skills Alliance Convener (10 points)

Regional Skills Alliance Conveners have a strong understanding of the region and expertise in regional development, as well as in workforce development issues. A Convener acts as an organizer of the alliance. Conveners should be key players in the community who have a role in solving the workforce needs of the industry cluster and addressing the need for good jobs for community residents. Conveners for Regional Skills Alliances come in many types; they can include industry associations, labor organizations, workforce boards, post secondary education institutions, or nonprofit organizations.

A Convener is not a single employer.

The role of the Convener is to act as a facilitator to mobilize the appropriate partners and provide a forum for beginning and maintaining a discussion of workforce needs and solutions. Conveners must possess the capacity to carry out their responsibilities to coordinate, perform administrative activities, and oversee the planning and implementation of the partnership's goals and outcomes. Conveners must have the unique ability to conduct all activities without charting the course of the partnership.



The proposal must:

- Clearly provide the name of a project manager and his/her contact information, as well as the résumé or brief biography of the project manager. **A résumé or curriculum vitae may be included as an attachment and will not be included in the 20-page limit.**
- Provide evidence that the Convener is credible to the partners in the alliance. This might be demonstrated through provision of written agreements among the partners, and/or a clear delineation of the roles each partner is committing to play within the alliance.
- Describe the convening organization's objectives, capacity, and commitment to the Regional Skills Alliance.
- Demonstrate that the convening organization has credible regional knowledge, can facilitate among partners, can manage the progression of the alliance, and can maintain and expand organizational capacity by seeking additional funds and partners.
- Show the Convener's ability to offer match and/or in-kind support, such as staffing, meeting space, equipment, etc. as needed.
- Describe how the stakeholders involved and their needs drive the actions of the Convener to meet the goals and objectives of the alliance.
- Outline the alliance's plans for decision-making processes and internal communication techniques, including meetings, financial and performance reporting, daily communication, etc.

Applicants will be rated on evidence of the capacity, commitment, and experience of the Convener to carry out responsibilities; the Convener's ability to provide match and/or in-kind

support; the experience of the selected project manager; and a plan for decision-making and internal communications.

IV. Leadership Requirements of Regional Skills Alliances (10 points)

Regional Skills Alliances must be led by a strong guiding coalition and require strong commitment from diverse community stakeholders to succeed.

Proposals must clearly describe:

- **Coalition Coherence:** Stakeholders must have a clear understanding of the purpose of the alliance and their involvement. Please provide evidence that indicates coherence among key stakeholders.
- **Coalition Voice:** Coalition ownership of the alliance is driven by the strength of the stakeholders' voice. Describe how the influence of stakeholders led to the creation of the proposal. Also describe how embedded their needs are in the regional effort and how much influence they have in the implementation of the Regional Skills Alliance.
- **Stakeholder Leadership:** Please describe the leadership roles of the stakeholders involved in the alliance.

V. Partnerships (10 points)

Collaboration is critical to build on the strengths of individual organizations in order to provide the highest quality training available within the region. Partnerships should include a broad spectrum of stakeholders and expertise, and may include entities such as local workforce development boards, community- and faith-based organizations, business associations, economic development entities, organized labor, labor management organizations, K-12, post secondary education institutions, universities, private training providers, industry resource centers, foundations, funding collaboratives, as well as others that might play a particular role in a specific region or industry sector.

Partners **MUST** include:

- **Employers.** Because the Regional Skills Alliance is built around the workforce needs of employers, employer involvement in the partnership is crucial.
- **Public Workforce System.** The public workforce system, Michigan Works! Agencies/ Workforce Development Boards, should be actively involved to seamlessly bring together private enterprise and public resources.
- **Post Secondary Education Institutions/Universities.** Educational institutions are responsible for providing training for the current and future workforce making them an important partner. Representatives must be included from local or regional post secondary education institutions and/or universities.
- **The Department of Energy, Labor & Economic Growth.** DELEG is poised to provide value-added support to Regional and Sectoral Skills Alliances in several ways, including:
 - Alliance Convening
 - Strategy Development
 - Labor Market Research
 - Communications Linkages
 - Regional and Sectoral Academy

DELEG/BWT strongly encourages engaging additional partners including, but not limited to:

- K-12 Education Systems. Early educational institutions can be influential partners and often engage in programs that supplement formal educational activities.
- Private Post Secondary Training Providers. In addition to the public education system, the Convener should try to engage any relevant private sector training providers.
- Industry and Trade Associations. Trade associations bring significant resources and expertise to the table.
- Organized Labor Organizations. Organized labor can have significant influence on training and worker recruitment.
- Economic Development Organizations. It is important to have regional economic development organizations involved to help identify resources, identify industry partners, access government information, and coordinate a variety of regional initiatives.
- Community-Based and Faith-Based Organizations. Community-based and faith-based organizations are broadly recognized as valuable contributors to communities across the nation; partnerships with these organizations can be one successful avenue to generating greater involvement in and success of community service and volunteer programs.
- State and Local Governments. Government entities can often offer additional resources and will be knowledgeable in local affairs, additional applicable partners, and possible grant opportunities.
- Private Foundations. Often private foundations have programs and funding available for targeted populations.
- Advocacy or Interest Groups. Advocacy groups can be essential partners as they hold key relationships and assist in the development of better public policy.
- Chambers of Commerce. Local Chambers can be influential partners as they monitor and advocate at all levels of government on issues that affect their members and the overall business environment.

The proposal must clearly identify:

- How communication between partners will be managed and the mechanisms in place that will ensure active employer and partner involvement.
- **As a separate attachment**, provide a listing of all participating partners, including the name of the organization, the name and title of the representative from that organization, the roles and responsibilities for that person and that organization, and any leveraged funds if applicable. If that organization is providing leveraged funds, please also identify the amount of and the use of the funds in the Budget and Budget Narrative section.

Proposals will be rated on the depth of the composition of the partnership and the breadth of the engagement of identified partnerships.

VI. Leveraged Resources/Sustainability (10 points)

A combination of several funding sources are usually used by most initiatives to carry out their missions. Costs for an alliance are shared among partners and depend on the work that the

partnership will do. The largest ongoing expense is usually to support the Convener in managing the partnership. Partners should discuss funding from the outset.

It is expected that the Michigan Skills Alliance will exist for a minimum of four years. **Grant funds are meant to jumpstart skills alliance development.** Grants made available through this RFP will be for a period not to exceed four years. Ideally, the funding award will follow a phase down schedule in order to support both larger initial start-up costs as well as subsequent operational costs.

Leveraged resources could come from a variety of sources including: public sector (federal, state, or local governments); non-profit sector (including community-based organizations, faith-based organizations, or education and training institutions); private sector (including businesses or business associations); investor community (e.g. venture capitalists or angel investors); philanthropic community (e.g. social or corporate foundations, funding collaboratives); the economic development community; and others.

Leveraged resources from partners are cash or in-kind contributions devoted to advancing the strategies described in the applicant's proposal. Existing or planned efforts within the industry and/or region that can be aligned and integrated into proposed alliances will also be considered leveraged resources. If existing or planned efforts are used as match, additional resources must be included in the proposal. Such efforts must ensure that the alliance will be used to further enhance the current and/or planned efforts, but will be required to further expand and extend their original proposed outcomes and planned sustainability.

The proposal must:

- Clearly identify which partners contribute leveraged resources and the amount of each contribution, including an itemized description of each cash or in-kind contribution;
- Describe the quality of the leveraged resources, including the purpose of the funds and the extent to which each contribution will be used to further the goals of the alliance; and
- Provide evidence, including letters of commitment, that key partners have expressed a clear commitment to provide the contribution.

VII. Work Plan (20 points + 2 Bonus Points)

The proposal should contain a set of articulated goals that builds from and addresses the galvanizing issue, as stated in Section I, in the form of a work plan. The work plan should state how the alliance will utilize workforce partnerships and intermediaries--organizations that have a deep and thorough understanding of worker and employer issues within the region--to facilitate the many stakeholders needed to develop and implement workforce solutions.

All proposals should outline the key strategies that will achieve the goals, including tasks and anticipated timelines, in a work plan structure. The proposal must expressly describe how the alliance will:

- Recruit and maintain membership in the alliance to create and promote solutions to address regional workforce challenges;

- Identify immediate, intermediate, and long-term goals based upon the promotion of systemic changes that will benefit employers, workers, the community, and the regional economy;
- Conduct labor market analysis to define the root cause of identified workforce challenges;
- Align with the No Worker Left Behind (NWLB) initiative, which enables workers to acquire the skills necessary to succeed in the fast-changing global economy of the 21st Century. Workers' acquirement of these skills is central to Michigan's strategy for economic transformation. Additional information about NWLB is available at www.michigan.gov/nwlb;
- Participate in the Michigan National Career Readiness Certificate Program (MI NCRC) and provide work readiness skills training as an alliance activity where appropriate. Additional information about the MI NCRC is available at www.michigan.gov/mincrc;
- Deliver educational and training opportunities for participants in the form of Individual Training Accounts, internships, apprenticeships, on-the-job training, specialized workshops, etc.;
- Recruit, assess, and enroll/co-enroll qualified participants to enable the alliance to develop and provide case management and follow-up services to suitable individuals;
- Emphasize contextualized learning and career pathways in the training process. These approaches, adopted as state policy by the Michigan Council for Labor & Economic Growth (CLEG) in December 2008, are among a series of guiding principles for successful adult learning. Additional information about CLEG is available at www.michigan.gov/cleg; and
- For proposals pertaining to Green Regional Skills Alliances, describe how the alliance will fully align with the Governor's Green Jobs Initiative (GJI). Michigan is focused on growing the green economy through the establishment of Green Regional Skills Alliances (GRSAs). These Alliances are those that are regionally focused and concentrate on catalyzing the growth of good jobs in renewable energy production and distribution, increasing energy efficiency, and managing natural resources. Additional information about GJI is available at www.michigan.gov/greenjobs.

Additionally, the work plan should address the following technical components:

- Description of continuous strategic planning and the process that will be used for mid-course adjustments and how employers will be involved;
- Process for monitoring progress towards goals and outcomes;
- Framework for serving as the fiscal agent and meeting document and reporting responsibilities;
- Description of a 4-year financial sustainability plan, as financial sustainability is a critical component of Michigan Skills Alliances;
- Description of up to a 48-month timeline and projected outcomes or deliverables; and

- Clear alignment with the benchmarks identified in the proposal; see the subsequent Benchmarks and Reporting section.

Two bonus points will be awarded for proposals that include co-enrollment of participants as part of their work plan. Co-enrollment offers an opportunity for regions to spend more money per participant and to provide more comprehensive services to participants. If planning to co-enroll, applicants should state how they are defining co-enrollment.

Applicants will be rated on the work plan's problem statement, articulated goals, key strategies that will achieve the goals (including tasks and anticipated timelines), and alignment with benchmarks. The work plan will also be rated on how well it addresses the areas listed above. Additionally, the sustainability plan will also be part of the rating.

VIII. Budget and Budget Narrative (10 points)

DELEG/BWT will support the formation and ongoing development of Regional Skills Alliances in key targeted areas. Technical assistance may be provided by DELEG/BWT, including convening, facilitating, strategy development, labor market research, and providing financial support for convening and managing the Skills Alliance. Applicants may apply for one or more support mechanisms.

Proposals must include:

- Description of which of the following DELEG/BWT support mechanisms the alliance would like to apply for. Additional detail about the support mechanisms is available in the Support Available for Michigan Skills Alliances section earlier in the RFP:
 - DELEG/BWT staff support for skills alliance convening and management
 - DELEG/BWT staff technical assistance
 - Financial support to convene the skills alliance
- Up to a four-year budget that includes the funds requested from the State of Michigan through this RFP and any funds leveraged by the partners. Funds requested from the State of Michigan may be spread over a period not to exceed four years. The Applicant must demonstrate a plan for sustainability.
- A budget narrative that describes how the planned expenses support the overall development of the Regional Skills Alliance within its first 24 months. It should include at a minimum:
 - Explanation of planned contracted services;
 - Explanation of "other expenses"; and
 - Explanation of leveraged resources that are being brought to the alliance in addition to any requested funding, including identification of the entities providing the leveraged resources and purpose of the resources.

The Budget Narrative should be submitted as an attachment and therefore will not be included in the 20 page limit.

- Identification of a strategy for project sustainability beyond the life cycle of this funding opportunity. Examples might include fundraising activities, in-kind and financial gifts, and fee for service models. Leveraged resources may be used to support the project's sustainability beyond the period of this award.
- Clear demonstration that the Fiscal Agent is qualified and capable of carrying out fiduciary responsibilities.
- Completed Budget Summary (Attachment A).

IX. Benchmarks and Reporting (10 points)

Effective alliances are outcome driven and make securing long-term employment and advancement their primary focus. Alliances must have a system to capture data to 1) measure performance across activities, 2) drive decision-making, and 3) monitor progress on a regular basis.

Michigan Skills Alliances are required to track and report participant information on the State of Michigan's One Stop Management Information System (OSMIS). As Michigan Works! Agencies/Workforce Development Boards are mandatory partners in Regional Skills Alliances, MWA staff will be responsible for entering participant information on OSMIS in a timely fashion, regardless of whether they are convening the alliance.

Performance measures include:

- Number of participants
- Number of participants enrolled in training
- Percentage enrolled in training
- Number of participants exited from program
- Percentage exited from program
- Number of participants employed at exit of program
- Percentage employed at exit of program
- Average starting hourly wage
- Number of participants gained employment related to training
- Percentage gained employment related to training
- Total number of participants completed training at exit
- Total percentage completed training at exit
- Total number of participants completed training and received a credential
- Total percentage completed training and received a credential

In addition to these basic measures, the proposal must describe how the alliance will identify benchmarks for and measure:

- Systemic changes in terms of new, leveraged, and/or redeployed education, training, social supports, private investment, public policy, or industry practices that support demand-driven workforce solutions;
- Value to industry in terms of increased retention, lower job vacancy rates, reduced recruitment costs, increased productivity per employee, etc.;

- Skill attainment, including activities that result in obtaining High School Diploma/General Education Certificate (GED), Certificate of Completion, Associates Degree, Bachelors Degree, Masters Degree, occupation-specific certification, or other industry recognized skills;
- The effectiveness of training activity, including a description of innovative delivery methods employed utilizing classroom, on-the-job, virtual, and other training methods;
- Impact on the regional economy such as jobs created and/or retained through the direct efforts of the alliance;
- Identify plans for regularly self-evaluating the alliance’s strategic planning process and benchmarking progress against goals; and
- Indicate a willingness to participate in statewide benchmarking, evaluation, and shared learning activities, as well as submitting quarterly progress reports to DELEG/BWT.

Format and Submission Requirements

Submit 1 electronic version via email in addition to mailing 4 hard copies. Proposals must be:

- 12-point type, one inch margins, double-spaced, single sided, 8 ½ x 11, non-glossy paper.
- 20-page limit (not including Cover Sheet, Budget Summary, Budget Narrative, Partnership Listing, Letters of Commitment, Project Manager’s Résumé/Curriculum Vitae). Please be concise and direct.
- Submit an electronic version of the proposal in Microsoft Word (doc) or Adobe Acrobat PDF format by email to MiSA@michigan.gov, with “Michigan Skills Alliance Proposal” and the applicant’s name in the subject line.
- Additionally, submit four hard copies of the proposal to the address below via U.S. mail. No electronic copies (disks or flash drives) or faxes will be accepted as hard copies.

Four hard copies should be mailed to:

Ms. Amaya Gonzalez, Secretary
 Regional Strategies Division
 Bureau of Workforce Transformation
 Department of Energy, Labor & Economic Growth
 Victor Office Center, 3rd Floor
 201 North Washington Square
 Lansing, Michigan 48913

If any information requested in the RFP is missing, incomplete, or in a format other than identified above, the proposals will not meet threshold criteria and will not be considered. Attachments, other than those specified and required by this RFP, are not permitted. Applications that are duplicative of each other within a region and/or industry may result in a request for a revised combined application. Applicants are therefore strongly encouraged to assess similar interests in their region and/or industry prior to submitting an application and, where possible, to jointly submit a proposal.

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Michigan Skills Alliances

Request for Proposals Budget Summary-Attachment A



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Complete the highlighted areas below. If an area is not applicable, enter a zero in that field.

Name of Applicant:

	Year 1		Year 2*		Year 3*		Year 4*		Total	Total
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Fringe Benefits									0.00	0.00
Travel									0.00	0.00
Supplies & Materials									0.00	0.00
Phone and Fax									0.00	0.00
Postage, Overnight Mail, Shipping									0.00	0.00
Contractual									0.00	0.00
Other									0.00	0.00
Program Subtotal Costs	0.00	0.00								
Program Annual Costs	0.00									

Note: A comprehensive budget narrative is required in the Budget and Budget Narrative section.

*If applying for multiple-year funding

Under WIA Title I, Subtitle E, Section 181 (e), funds may not be spent on employment generating activities, economic development and other similar activities unless they are directly related to training for eligible individuals. The focal point of the Michigan Skills Alliances initiative is to solve workforce needs of an industry and to address the need for good jobs by community residents, with the main focus being on the provision of training workers or potential workers at the lower wage end of the industry. The improvement of opportunities in those jobs through training, as well as in jobs at the higher levels of a career ladder through employer outreach and job development activities by the Michigan Skills Alliances is key to the success of the initiative.

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Part B:

Sectoral Skills Alliance

Part B is to be completed by applicants interested in support for Sectoral Skills Alliances or Green Sectoral Skills Alliances.



Michigan Skills Alliances



Sectoral Skills Alliance Applicant Information & Proposal Cover Sheet

Applicant Information	
Name of Applicant:	
Contact Person:	
Title:	
Address:	
Phone:	
Fax:	
Email Address:	
Applicant – Type of Organization:	
Federal ID Number:	
Authorized Signatory Information	
<p><i>The authorized signatory is the authorized legal entity that will sign any documents necessary for providing the services outlined in this proposal. Please check the box to the right to designate the signature below as your electronic signature.</i></p>	
Signature: (Type name)	Date: <input type="checkbox"/>
Title:	
Organization:	

Convener Information

The role of the Convener is to identify and mobilize key partners, manage the movement and progression of the alliance, and maintain organizational capacity with the group.

Name of Convener:	
Organization:	
Title:	
Address:	
Phone:	
Fax:	
Email Address:	

Fiduciary

The Applicant and Fiscal Agent may be the same entity. The Fiscal Agent will perform the administrative duties and functions related strictly to fiscal operations.

Name of Fiduciary:	
Organization:	
Title:	
Address:	
Phone:	
Fax:	
Email Address:	

Narrative Guidelines and Scoring (100 + 2 Bonus Points)

I. Galvanizing Issue (10 points)

Effective Sectoral Skills Alliances are those organized around a galvanizing workforce issue facing firms within an industry. DELEG/BWT technical assistance and funding will focus on supporting Sectoral Skills Alliances in which the partnering coalition brings a clear sense of urgency because one or more compelling shared challenges face employers within a specific industry.

The proposal must:

- Clearly and concisely identify and explain the workforce issue/challenge that the partnership will initially address as a Sectoral Skills Alliance. This might include skills gaps in incumbent workers, new workers, or both populations. For example, it might address challenges in recruitment and retention, succession planning, or industry- and company-wide organization and processes.
- Articulate applicable specific demographic challenges, such as replacing an aging workforce or working with immigrant and refugee populations with English as a Second Language needs.
- Identify further research needs, such as mapping assets or resources, that the partnership will address in the short-, medium-, and long-term if funded.

Applicants will be rated on their identification of the galvanizing issue, their analysis of the galvanizing issue, and their description of the research performed surrounding the needs to be addressed by the alliance.

II. Sectoral Focus (10 Points + 2 Bonus Points)

DELEG has prioritized 6 industry foci based on projected growth and share of regional economic activity. **Applicants will receive 2 Bonus Points if they select and justify one of the following industries as their focus:**

- Agriculture
 - Food Systems
- Construction
 - Green Deconstruction, Weatherization, etc.
 - Road
 - Infrastructure
- Film and Animation
- Healthcare
 - Nursing/Acute Care
 - Nursing Assistants/Aides
 - Long-Term Care
 - Allied Health
- Manufacturing
 - Solar
 - Wind
 - Battery/Diesel/Hybrid
 - Tool and Die
 - Plastics
 - Biomass
- Utilities

The proposal must:

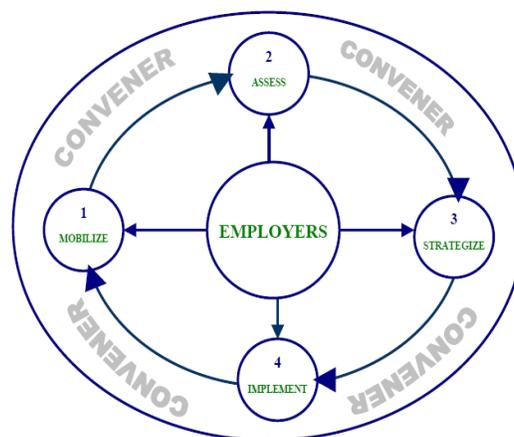
- Identify the industry or sector of focus; document that a labor market analysis has been conducted; that the industry of focus accounts for a significant share of economic activity and employment in the region in which the initiative is planned; and that it provides opportunities for workers to advance.
- Justify the selection of an industry that does not account for significant regional economic activity. For example, an industry that is small but has potential for substantial growth could be selected.
- Note any other efforts underway in the area to address the workforce needs of the applicant’s targeted industry. Michigan Skills Alliances are intended to build on and leverage other sector-based efforts, but not be duplicative.

III. Sectoral Skills Alliance Convener (10 points)

Sectoral Skills Alliance Conveners have expertise in the region, industry sector, and their related workforce development issues, along with acting as an organizer of the alliance. Conveners should be key players in the community who have a role in solving the workforce needs of the industry cluster and address the need for good jobs for community residents. Sectoral Skills Alliance Conveners come in many types; they can include industry associations, labor organizations, workforce boards, nonprofit organizations, post secondary education institutions, or others as described in the Eligible Applicant Section.

A Convener is not a single employer.

The role of the Convener is to act as a facilitator to mobilize the appropriate partners and provide a forum for beginning and maintaining a discussion of workforce needs and solutions. Conveners must possess the capacity to carry out their responsibilities to coordinate, perform administrative activities, and oversee the planning and implementation of the partnership’s goals and outcomes. Conveners must have the unique ability to conduct all activities without charting the course of the partnership.



The proposal must:

- Clearly provide the name of a project manager and his/her contact information, as well as the résumé or brief biography of the project manager. **A résumé or curriculum vitae may be included as an attachment and will not be included in the 20-page limit.**
- Provide evidence that the Convener is credible to the employer partners in the alliance. This might be demonstrated in letters of commitment from employer partners.
- Describe the convening organization’s objectives, capacity, and commitment to the skills alliance.
- Demonstrate that the convening organization has credible industry knowledge, can facilitate among partners, can manage the progression of the alliance, and can maintain and expand organizational capacity by seeking additional funds and partners.

- Show the Convener’s ability to offer match and/or in-kind support, such as staffing, meeting space, equipment, etc. as needed.
- Describe how the stakeholders involved and their needs drive the actions of the Convener to meet the goals and objectives of the alliance.
- Outline the alliance’s plans for decision-making processes and internal communication techniques, including meetings, financial and performance reporting, daily communication, etc.

Applicants will be rated on evidence of the capacity, commitment, and experience of the Convener to carry out responsibilities; the Convener’s ability to provide match or in-kind support; the experience of the selected project manager; and a plan for decision-making and internal communications.

IV. Leadership Requirements of Sectoral Skills Alliances (10 points)

Sectoral Skills Alliances must be unambiguously employer-led. While all partners are important, particular emphasis will be placed on the role of business and industry in the alliance. Because employers are the driving force of an alliance, they are therefore key players from the early stages of development. Alliances should engage decision-makers or champions from participating companies in its governance structure. Employers should inform each phase of the work: problem identification, root cause analysis, and design and implementation of solutions.

Proposals must clearly describe:

- **Employer Coherence:** Employers must have a clear understanding of the purpose of the alliance and their involvement. Please provide evidence that indicates employer coherence.
- **Employer Voice:** Employer ownership of the alliance is driven by the strength of the employer voice. Describe how the influence of employers led to the creation of the proposal. Also describe how embedded their needs are in the sector effort and how much influence they have in the implementation of the Sectoral Skills Alliance.
- **Employer Leadership:** Please describe the leadership roles of the employers involved in the alliance.

V. Partnerships (10 points)

Collaboration is critical to build on the strengths of individual organizations in order to provide the highest quality training available within the industry sector. Partnerships should include a broad spectrum of stakeholders and expertise, and may include entities such as local workforce development boards, community- and faith-based organizations, business associations, economic development entities, organized labor, labor management organizations, K-12, post secondary education institutions, universities, private training providers, industry resource centers, foundations, funding collaboratives, as well as others that might play a particular role in a specific sector.

Partners **MUST** include:

- **Employers.** Because the Sectoral Skills Alliance is built around the workforce needs of employers, the majority of partners should be businesses engaged in the targeted industry.

- **Public Workforce System.** The public workforce system--Michigan Works! Agencies/Workforce Development Boards--should be actively involved to seamlessly bring together private enterprise and public resources.
- **Post Secondary Education Institutions/Universities.** Educational institutions are responsible for providing training for the current and future workforce making them an important partner. Representatives must be included from local or regional post secondary education institutions and/or universities.
- **The Department of Energy, Labor & Economic Growth.** DELEG is poised to provide value-added support to Regional and Sectoral Skills Alliances in several ways, including:
 - Alliance Convening
 - Strategy Development
 - Labor Market Research
 - Communications Linkages
 - Regional and Sectoral Academy

DELEG/BWT strongly encourages engaging additional partners including, but not limited to:

- **K-12 Education Systems.** Early educational institutions can be influential partners and often engage in programs that supplement formal educational activities.
- **Private Post Secondary Training Providers.** In addition to the public education system, the Convener should try to engage any relevant private sector training providers.
- **Industry and Trade Associations.** Trade associations bring significant resources and expertise to the table.
- **Organized Labor Organizations.** Organized labor can have significant influence on training and worker recruitment.
- **Economic Development Organizations.** It is important to have economic development organizations involved to help identify resources, identify industry partners, access government information, and coordinate a variety of sectoral initiatives.
- **Community-Based and Faith-Based Organizations.** Community-based and faith-based organizations are broadly recognized as valuable contributors to communities across the nation; partnerships with these organizations can be one successful avenue to generating greater involvement in and success of community service and volunteer programs.
- **State and Local Governments.** Government entities can often offer additional resources and will be knowledgeable in local affairs, additional applicable partners, and possible grant opportunities.
- **Private Foundations.** Often private foundations have programs and funding available for targeted populations.
- **Advocacy or Interest Groups.** Advocacy groups can be essential partners as they hold key relationships and assist in the development of better public policy.
- **Chambers of Commerce.** Local Chambers can be influential partners as they monitor and advocate at all levels of government on issues that affect their members and the overall business environment.

The proposal must clearly identify:

- How communication between partners will be managed and the mechanisms in place that will ensure active employer and other partner involvement.

- **As a separate attachment**, provide a listing of all participating partners, including the name of the organization, the name and title of the representative from that organization, the roles and responsibilities for that person and that organization, and any leveraged funds if applicable. If that organization is providing leveraged funds, please also identify the amount of and the use of the funds in the Budget and Budget Narrative section.

Proposals will be rated on the depth of the composition and the breadth of the engagement of identified partners.

VI. Leveraged Resources/Sustainability (10 points)

A combination of several funding sources are usually used by most initiatives to carry out their missions. Costs for an alliance are shared among partners and depend on the work that the partnership will do. The largest ongoing expense is usually to support the Convener in managing the partnership. Partners should discuss funding from the outset.

It is expected that the Sectoral Skills Alliance will exist for a minimum of four years. **Grant funds are meant to jumpstart skills alliance development.** Grants made available through this RFP are for a period not to exceed four years.. Ideally, the funding award will follow a phase down schedule in order to support both larger initial start-up costs as well as subsequent operational costs.

Leveraged resources could come from a variety of sources including: public sector (federal, state, or local governments); non-profit sector (including community-based organizations, faith-based organizations, or education and training institutions); private sector (including businesses or business associations); investor community (e.g. venture capitalists or angel investors); philanthropic community (e.g. social or corporate foundations, funding collaboratives); the economic development community; and others.

Leveraged resources from partners are cash or in-kind contributions devoted to advancing the strategies described in the applicant's proposal. Existing or planned efforts within the industry and/or region that can be aligned and integrated into proposed alliances will also be considered leveraged resources. If existing or planned efforts are used as match, additional resources must be included in the proposal. Such efforts must ensure that the alliance will be used to further enhance the current and/or planned efforts, but will be required to further expand and extend their original proposed outcomes and planned sustainability.

The proposal must:

- Clearly identify which partners contribute leveraged resources and the amount of each contribution, including an itemized description of each cash or in-kind contribution;
- Describe the quality of the leveraged resources, including the purpose of the funds and the extent to which each contribution will be used to further the goals of the alliance; and
- Provide evidence, including letters of commitment, that key partners have expressed a clear commitment to provide the contribution.

VII. Work Plan (20 points + 2 Bonus Points)

The proposal should contain a set of articulated goals that builds from and addresses the galvanizing issue, as stated in Section I, in the form of a work plan. The work plan should detail the

manner in which the alliance will meet the training and placement needs of the industry workforce while fostering local economic growth. The work plan should also state how the alliance will utilize workforce partnerships and intermediaries--organizations that have a deep and thorough understanding of worker and employer issues in the industry--to facilitate the many stakeholders needed to develop and implement industry-based workforce solutions.

All proposals should outline the key strategies that will achieve the goals, including tasks and anticipated timelines, in a work plan structure. The proposal must expressly describe how the alliance will:

- Recruit and maintain membership in the alliance to create and promote solutions to address industry workforce challenges;
- Identify immediate, intermediate, and long-term goals based upon the promotion of systemic changes that will benefit employers, workers, the community, and the local economy;
- Conduct labor market analysis to define the root cause of identified workforce challenges;
- Identify and/or create career pathways into and within the target industry that enhance the target industry and that strengthen economic growth and industry competitiveness;
- Align with the No Worker Left Behind (NWLB) initiative, which enables workers to acquire the skills necessary to succeed in the fast-changing global economy of the 21st Century. Workers' acquirement of these skills is central to Michigan's strategy for economic transformation. Additional information about NWLB is available at www.michigan.gov/nwlb;
- Participate in the Michigan National Career Readiness Certificate program (MI NCRC) and provide work readiness skills training as an alliance activity when appropriate. Additional information about the MI NCRC is available at www.michigan.gov/mincrc;
- Deliver education and training opportunities for participants in the form of Individual Training Accounts, internships, apprenticeships, on the job training, specialized workshops, etc.;
- Recruit, assess, and enroll/co-enroll qualified participants to enable the alliance to develop and provide case management and follow-up services to suitable individuals;
- Emphasize contextualized learning and career pathways in the training process. These approaches, adopted as state policy by the Michigan Council for Labor & Economic Growth (CLEG) in December 2008, are among a series of guiding principles for successful adult learning. Additional information about CLEG is available at www.michigan.gov/cleg; and
- For proposals pertaining to Green Sectoral Skills Alliance, describe how the alliance will fully align with the Governor's Green Jobs Initiative (GJI). Michigan is focused on growing the green economy through the establishment of Green Sectoral Skills Alliances (GSSAs). These alliances are those that focus on catalyzing the growth of good jobs in renewable energy production and distribution, increasing energy efficiency, and managing natural resources. Additional information about GJI is available at www.michigan.gov/greenjobs.

Additionally, the work plan should address the following technical components:

- Description of continuous strategic planning and the process that will be used for mid-course adjustments and how employers will be involved in that work;
- Process for monitoring progress towards goals and outcomes;
- Framework for serving as the fiscal agent and meeting documentation and reporting responsibilities;
- Description of a 4-year financial sustainability plan, as financial sustainability is a critical component of Michigan Skills Alliances;
- Description of up to a 48-month timeline and projected outcomes or deliverables; and
- Clear alignment with the benchmarks identified in the proposal; see the subsequent Benchmarks section.

Two bonus points will be awarded for proposals that include co-enrollment of participants in at least two education and training programs as part of their work plan. Co-enrollment offers an opportunity for regions to spend more money per participant and to provide more comprehensive services to participants. If planning to co-enroll, applicants should state how they are defining co-enrollment.

Applicants will be rated on the work plan's problem statement, articulated goals, key strategies that will achieve the goals (including tasks and anticipated timelines), and alignment with benchmarks. The work plan will also be rated on how well it addresses the areas listed above. Additionally, the financial sustainability plan will also be part of the rating.

VIII. Budget and Budget Narrative (10 points)

DELEG/BWT will support the formation and ongoing development of Sectoral Skills Alliances in key targeted industries. Technical assistance may be provided by DELEG/BWT, including convening, facilitating, strategy development, labor market research, and providing financial support for convening and managing the skills alliance. Applicants may apply for one or more support mechanisms.

Proposals must include:

- A description of which of the following DELEG/BWT support mechanisms for which the alliance would like to apply. Additional detail about the support mechanisms is available in the Support Available for Michigan Skills Alliances section earlier in the RFP:
 - DELEG/BWT staff support for skills alliance convening and management
 - DELEG/BWT staff technical assistance
 - Financial support to convene the skills alliance
- A four-year budget that includes the funds requested from the State of Michigan through this grant application and any funds leveraged by the partners. Funds requested from the State of

Michigan may be spread over a period not to exceed four years. The Applicant must demonstrate a plan for sustainability.

- A budget narrative that describes how the planned expenses support the overall development of the Sectoral Skills Alliance within its first 24 months. It should include at a minimum:
 - Explanation of planned contracted services;
 - Explanation of “other expenses”; and
 - Explanation of leveraged resources that are being brought to the alliance in addition to any requested funding, including identification of the entities providing the leveraged resources and purpose of the resources.

The Budget Narrative should be submitted as an attachment and therefore will not be included in the 20 page limit.

- Identification of a strategy for project sustainability beyond the life cycle of this funding opportunity. Examples might include fundraising activities, in-kind and financial gifts, and fee for service models. Leveraged resources may be used to support the project’s sustainability beyond the period of this award.
- Clear demonstration that the Fiscal Agent is qualified and capable of carrying out fiduciary responsibilities.
- Completed Budget Summary (Attachment A).

IX. Benchmarks and Reporting (10 points)

Effective alliances are outcome driven and make securing long-term employment and advancement their primary focus. Alliances must have a system to capture data to 1) measure performance across activities, 2) drive decision-making, and 3) monitor progress on a regular basis.

Michigan Skills Alliances are required to track and report participant information on the State of Michigan’s One Stop Management Information System (OSMIS). As Michigan Works! Agencies/Workforce Development Boards are mandatory partners in Sectoral Skills Alliances, MWA staff will be responsible for entering participant information on OSMIS in a timely fashion, regardless of whether they are convening the alliance.

Performance measures include:

- Number of participants
- Number of participants enrolled in training
- Percentage enrolled in training
- Number of participants exited from program
- Percentage exited from program
- Number of participants employed at exit of program
- Percentage employed at exit of program
- Average starting hourly wage
- Number of participants gained employment related to training
- Percentage gained employment related to training

- Total number of participants completed training at exit
- Total percentage completed training at exit
- Total number of participants completed training and received a credential
- Total percentage completed training and received a credential

In addition to these basic measures, the proposal must describe how the alliance will identify benchmarks for and measure:

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Ms. Chris Wease, Secretary
Sectoral Strategies Division
Bureau of Workforce Transformation
Department of Energy, Labor & Economic Growth
Victor Office Center, 3rd Floor
201 North Washington Square
Lansing, Michigan 48913

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Michigan Skills Alliances

Request for Proposals Budget Summary-Attachment A



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Phone and Fax									0.00	0.00
Postage, Overnight Mail, Shipping									0.00	0.00
Contractual									0.00	0.00
Other									0.00	0.00
Program Subtotal Costs	0.00	0.00								
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