

# COMMONWEALTH OF PENNSYLVANIA



## DEPARTMENT OF LABOR AND INDUSTRY

### Industry Partnership Development & Training Guidelines Building A Skilled Workforce Fiscal Year 2008-2009

Department of Labor and Industry  
Pennsylvania Workforce Investment Board  
901 North 7<sup>th</sup> Street, Suite 103  
Harrisburg, Pennsylvania 17102

Commonwealth of Pennsylvania  
Edward G. Rendell, Governor  
[www.state.pa.us](http://www.state.pa.us)

Department of Labor & Industry  
Sandi Vito, Acting Secretary  
[www.dli.state.pa.us](http://www.dli.state.pa.us)

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### **Submit Applications to:**

**Industry Partnership Coordinator**  
**PA WIB**  
**901 North 7<sup>th</sup> Street**  
**Suite 103**  
**Harrisburg, PA 17102**  
**[dkuba@state.pa.us](mailto:dkuba@state.pa.us)**

Please submit the **original** and **three (3)** paper copies. In addition, please send one electronic copy to the email address listed above. Official receipt of proposal will be kept through date stamp of mailed proposals to the PA WIB.

## **Section 1 – Background, Introduction, and Program Design**

Industry Partnerships are a key institutional innovation for meeting the skills needs of businesses, the career goals of workers, and the economic development goals of the Commonwealth.

Industry Partnerships are a particular kind of “workforce intermediary,” a so-called dual customer institution that helps connect and meet the needs of both workers and businesses. Industry Partnerships bring together multiple employers, and workers or worker representatives when appropriate, in the same industry cluster to address common or overlapping human capital needs.

Effective Industry Partnerships can accomplish the following:

- Develop a deep, thorough and forward-looking understanding of the human capital needs and critical challenges of the industry cluster through the regular interaction of partnership members, trade associations, and industry experts
- Identify the training needs of businesses, including skill gaps critical to competitiveness and innovation;
- Facilitate companies to come together to aggregate training and education needs and achieve economies of scale;
- Help educational and training institutions align curriculum and programs to industry demand, particularly for higher skill occupations;
- Inform and collaborate with PA CareerLinks, youth councils, business-education partnerships, parents and career counselors and facilitate bringing employers together to address the challenges of connecting youth to careers;
- Help companies identify and work together to address common organizational and human resource challenges – recruiting new workers, retaining incumbent workers, implementing high-performance work organization, adopting new technologies and fostering experiential on-the-job learning;
- Identification of barriers to entry level employment for workers and youth and strategies to remediate those barriers;
- Develop new career lattices within and across companies, enabling entry-level workers to improve skills to advance into higher skill, higher wage jobs;
- Develop new industry credentials that give companies confidence in the skills of new hires and workers more mobility and earning potential across firms; and
- Establish communication networks between firms, managers, and workers to promote innovation, potential economies of scale in purchasing and other economic activities, and dissemination of best practices. In some cases, these activities result in the development of new learning collaborative, Centers of Excellence, or joint economic development activity.

A pool of approximately \$5 million in grant funds will be available for the organization, development and sustaining of industry partnerships. These funds can help to strengthen existing partnerships; support

innovative non-training initiatives and seed fund the development of new partnerships. A pool of approximately \$15 million will be available to support the training needs of the Industry Partnerships.

Applicants seeking funding to develop new or expand current Industry Partnerships may be eligible to receive grants ranging from \$5,000 to \$85,000. Established Industry Partnerships can also submit a single application for additional Partnership support as well as training of incumbent workers. Successful Partnerships may be eligible to receive a maximum of \$300,000 per application request for the training of incumbent workers in addition to \$5,000 to \$85,000 to support the partnership itself.

### **The Commonwealth's Targeted Industry Clusters**

The Commonwealth's targeted industry clusters and eight sub-clusters were defined in 2003 and 2004 based on detailed industry analysis, the local knowledge of leading Local Workforce Investment Boards, and input from educators and representatives of the Departments of Labor & Industry and Community and Economic Development. Each of the targeted industry clusters consists of a group of industries that are closely linked by common product markets, labor pools, similar technologies, supply chains, and/or other economic ties. In 2008, Labor & Industry added a new cluster to the original nine: Energy. In addition, Food Processing is no longer an identified sub-cluster while Business and Financial Services has been broken out. Life Sciences has been eliminated and the two sub-clusters are now stand-alone clusters. Many mining industries have been brought into the Energy cluster.

1. Advanced Materials and Diversified Manufacturing
  - Chemical, Rubber and Plastics
  - Electronics
  - Metals and Metal Fabrication
  - Printing
  - Vehicle and Vehicle Equipment
2. Agriculture and Food Processing (includes Food Processing)
3. Bio-Medical
4. Building and Construction
5. Business and Financial Services
  - Business Services
  - Financial Services
6. Education
7. Energy (includes Mining)
8. Healthcare
9. Information and Communication Services
10. Logistics and Transportation
11. Lumber, Wood and Paper

See also [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us) link to PA Competitive Industries.

In some cases, regions may identify an industry cluster not listed above that is critical importance to local economies. Industry Partnership or employer/employee consortium can apply for partnerships, training and/or education funds to support such a cluster, but they must demonstrate that labor market analysis has been conducted to identify the importance of the cluster to the region. For training dollars, Partnerships must demonstrate that employers within the cluster completed an assessment have been surveyed and/or visited and have identified specific high skill training needs.

The Commonwealth's workforce development strategy seeks to utilize education and training dollars to generate cutting edge skills needed by employers while promoting opportunities and advancement for workers and job seekers.

Training funds will be made available to Partnerships that have identified the training needs of the industry sector and have developed an effective and responsive training solution established by the industry partners that will enhance the competitiveness of the member companies of their region. Commonwealth funds are targeted to the common high skill training needs of multiple employers within an industry cluster.

## **Section 2 - Eligible Applicants**

Entities that are knowledgeable or experienced in working with the targeted industry cluster (or sub-clusters) may apply for Industry Partnership funds. The lead applicant must be capable of bringing together multiple partners to achieve the overall projects goals, including but not limited to, coordinating the design of the project, developing an appropriate budget, collecting performance management measures, and coordinating the activities of the project. The lead applicant must possess the capability to identify public and private resources available for workforce development relevant to the work being proposed by the partnership, and must develop a plan to access those resources on behalf of the project. The lead applicant should have a leadership role in developing and maintaining the Industry Partnership through ongoing interaction with the regional provider networks, businesses and employee representatives. *The lead applicant and any person or organization involved in partnership management and/or coordination, may not seek reimbursement for training services that they provide (the costs of these service may be applied as matching funds).*

To ensure collaboration and alignment with other regional initiatives, Local Workforce Investment Boards (LWIBs) must be represented in the Partnership. LWIBs will serve as the fiscal agent for grant funds and will work with the lead applicant in monitoring and compliance. Additionally, LWIBs will be required to follow their Board's approved contracting procedures. These procedures may vary based on the grant funds being Commonwealth dollars specific to the Industry Partnership Development & Training Program. As such, LWIBs should seek technical assistance when necessary to differentiate contracting and monitoring procedures to those of their Federal and State program dollars.

All applications must be submitted through the LWIB, along with a letter of support from the LWIB. The following entities are eligible to serve as lead applicants as long as the above conditions are met:

- Single or a consortium of Regional Workforce Investment Boards
- Industrial Resource Centers
- Ben Franklin Technology Partners
- Industrial Development Authorities and Corporations
- Non-profit organizations or associations serving as regional or local workforce intermediaries
- Business Consortium and/or Associations, including entities such as the Chamber of Commerce
- Organized Labor
- Labor/Management Partnerships

### **Section 3 - Program Goals**

The intent of the Industry Partnership Program is to encourage initiatives that are tailored to meet the needs of an industry cluster and its regional workforce. Funds will be awarded to new and emerging Partnerships that are comprised of consortium of employers representatives, and where possible, employee associations, organized labor and/or representatives from the workforce.

The long-term goal for this initiative is to create an infrastructure that will provide employer-led training and education that enhances the skills of incumbent workers, raising earnings for workers and revenues of businesses by increasing productivity and the quality of services within Pennsylvania. Up to 25% of funds requested for training assistance may be used to fund the training of new hires if the application can demonstrate that this training is an integrated component to the overall strategy to improve the competitive position of the targeted cluster, as well as provide entry-level workers with career advancement opportunities.

Partnerships seeking training funds **must** provide private sector match for training. Match is required at a \$1-to-\$1 ratio of which 25% of matching funds must be cash. Allocation of the matching dollars must be industry-driven, and designated to support partnership programming, organizational development and training activities designed to improve the overall sustainability of the partnerships. This includes training new hires and incumbent worker training activities when Commonwealth funds are not available to do so.

Sources of non-cash matching funds may include paid release time for workers to participate in training, contributions of equipment and training personnel, and consulting services. In rare cases, the \$1-to-\$1 match requirement may be reduced based on the inability of particular industry sectors to pay for training. Requests for such reductions should include a strong justification. Applications seeking a reduction in match requirements are encouraged to inquire about the feasibility by contacting the Industry Partnership Coordinator at the Pennsylvania Workforce Investment Board.

The application must address how the partnership will leverage resources from other public/private workforce development programs, foundations, PA CareerLinks and economic development programs, such as WEDnet. IPs will be encouraged to coordinate their training needs and have employers apply for general funding through the traditional application process. When filling out the WEDnet application, there will be a box to check if a company is participating in the IP program.

Where possible, Industry Partnerships are expected to coordinate efforts with the *Pennsylvania Fund for Workforce Solutions (PFWS)*, a joint state-philanthropic effort that is piloting initiatives in four regions (Northwest PA, the Capital region, Southwest Pennsylvania, and Southeast Pennsylvania). The PFWS aims to help Industry Partnerships improve jobs quality, wages, and career opportunities for low-skilled incumbent workers and new employees. Employers frequently report challenges with recruiting and retention of low-skilled workers, but do not have the resources to address these challenges. Funding from the PFWS enables Partnerships to provide additional training and services (e.g., assessment, orientation, peer mentoring) that will give lower-skilled employees the opportunity to advance.

### **Section 4 - Application Content/Format**

Each proposal requires a 'DK 1' application form and 'DK 2' budget form. Edited or alternate versions of these forms will not be accepted. The content from each proposal should follow the numbered format outlined below. Page limitations are listed and can impact partnership funding. The application will be no more than twelve (12) pages. This page count does not include the application form, project budget,

timeline, organizational qualifications, staff resumes, or other information appropriate for the appendix. (DK1 and DK 2 are attached; downloadable forms will be available online: [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us))

1. **Partnership Data-Analysis** – A summary describing the local area’s need for this partnership. This must include an evaluation of the industries critical to the local economy and include detailed documentation from collaboration with industry and/or through published workforce information on specific occupational needs, skill gaps, location quotient, and career opportunities within these industries over the next five years. The factors contributing to these needs such as industry growth, an aging workforce, emerging career fields, technological advances, etc. should also be included.
2. **Workforce Investment Board** – A summary describing the role of the local workforce investment board within the partnership. Describe the roles of the WIB staff, the fiscal process, contracting, and the WIBs use of administrative funds.
3. **Abstract and Project Goals**– A one page summary of the main features of the Industry Partnership and/or training fund application and an outline or chart that describes key project goals and the objectives that will be undertaken to meet these goals.

Continuation grant applications must summarize key accomplishments (in both quantitative and qualitative terms) and lessons learned. The application must identify how the partnership is assisting the industries in developing and implementing new business and human resource strategies to improve the competitiveness of the industry specifically in their region.

4. **Needs Statement and Business Strategy (description of cluster, challenges facing the cluster and the development of a business strategy)** – a succinct summary of the targeted industry cluster, its overall business needs, and human resource challenges that are relevant to your region. This section should discuss the rationale for the selection of the industry cluster, and demonstrate an understanding of the competitive challenges of the cluster, the business strategy necessary to meet those challenges, and the role of workforce development in the overall strategy for competitive repositioning. Describe the characteristics of the regional workforce and its impact on the targeted industry.

Continuation applications need not include information contained in the original partnership application. However, continuation grant applications must address how innovative strategies are being introduced and implemented to help advance the competitiveness of industries participating in the partnership.

5. **Description of regional partnership** – This section should include descriptions on the following:
  - the mission and goals of the regional partnership;
  - the partners currently participating;
  - all partnerships must have at least 10 employers participating;
  - recruitment strategy for new employers, worker representatives or other stakeholders;
  - history of previous activities undertaken by the partnership (if applicable);
  - planned governance of partnership (organizational structure, frequency of meetings, decision making, etc.);
  - project management - If a project manager has been selected, please provide a resume for that individual. If a project manager is to be hired, please provide a draft job description for the position;

- define the regional workforce/economic development partners and the role(s) the different institutions play in supporting the workforce needs of the targeted industry sector;
- outline of needs and challenges that may serve as catalysts for business and stakeholder engagement; do not list statewide described needs identified by the State cluster analysis, it must be region specific; and tools used to determine training needs.

**6. Project Design** – Projects must demonstrate an understanding of the cluster and employer and employee needs.

a. This section should briefly describe key elements of the project design and how these elements respond to employers’ and workers’ needs as well as the demands of the workplace. At a minimum, the proposed project should describe the following:

- the strategic goals of the partnership;
- assessment strategy to obtain the needs of employers and employees;
- development of career lattices and other worker career advancement strategies;
- how firms can support the sustainability of the partnership;
- how partnerships are connected to other Job Ready PA initiatives, including Regional Career Education Partnerships for Youth (RCEPs), Dual Enrollment, project 720, etc.

b. Partnerships seeking training grants assistance should also include the information below:

- specific skill gaps and how the training or education is intended to address these gaps;
- what human resource challenges will be addressed with grant support;
- specific strategies expected that will benefit workers and the local economy including but not limited to wage gains, attainment of credentials, retention and recruitment improvement or improvement in job quality;
- how training supports competitiveness in the industry;
- types of training to be delivered;
- how training providers will be selected;
- how workers are recruited and selected for training;
- any activities supporting individuals in completing, utilizing and/or building upon the training being provided;
- percentage of training funds allocated to consortia-based training versus employer-based training;
- role(s) and responsibilities of regional workforce, education and economic development partners;
- how the partnership will align with existing regional economic development and workforce development providers and other fund providers such as but not limited to: PA CareerLinks, IRCs Ben Franklin Partners, ABLE Providers, RCEPs, CJT and WEDNet Partners, and local foundations. Partnerships who have elected not to utilize these resources and programs must address in their renewal application how/what other resources are being leveraged to provide these services.
- If training can be or has been supported through other workforce development programs, such as WEDnet, Industry Partnership funds cannot be used to support the training. Partnership coordinators should coordinate with WEDnet partners to ensure duplication of training does not take place.

**7. Projected Outcomes** – Describe the planned quantitative and qualitative outcomes of this project, how these outcomes will meet longer terms goals, and how these outcomes will be measured. This section

should clearly state that the applicant would provide data for Appendix A, and address any additional outcomes expected from the project. Projects will be evaluated on the extent to which they provide 1) Strategic assistance to business; 2) strategic assistance to workers; 3) institutional alignment and long-term systemic change and 4) strong governance and sustainability.

*Preference will be given to projects that meet the following additional criteria:*

- Strengthen relationships between small and mid-sized suppliers and their corporate buyers.
- Proposals that demonstrate short and long-term strategies enhancing recruitment and retention of minorities and women, especially for those industries where they are underrepresented. Programs in this area could be linked with strategies that improve chances for extended employment of new recruits.
- The development of partnerships that will foster the skill development and career advancement in clerical occupations that cut across multiple industry clusters.
- Projects that focus on assisting low wage workers, particularly current or former TANF clients advance into better paying jobs and careers.
- Projects that bring together multiple Regional Workforce Investment Boards in a consortium to address workforce issues in an industry cluster.
- Projects that are working to identify replicable Career Pathways within or across clusters
- Projects that are addressing the need for certification and credentialing for high priority occupations, including but not limited to credit bearing courses and articulation agreements between educational providers.
- Projects that are working to develop and implement human resource practices in addition to training that aim to increase retention and career advancement opportunities
- Combine and take the form of a regional partnership within an industry cluster (in order to encourage LWIB collaboration proposals from two or more regions will not be subject to the funding maximums)

## **Section 5 - Disallowable Costs and Activities**

Although the proposed Industry Partnership plan may contain some of these elements, the grant award cannot be used to pay for the costs associated with items below. However, additional partnering agencies and programs may be available to assist with some of the provisions related to a comprehensive training plan or business strategy.

- Equipment or building construction
- Support lease or rental cost of building
- Website development or maintenance
- Indirect Fees
- Administrative costs in excess of 5%
- Indirect costs – costs that have been incurred, for common or joint objectives and cannot be readily identified with a particular final cost objective
- Funds cannot be used for supportive services such as transportation and childcare
- Funds cannot be used to support training that will reduce the workforce or displace workers
- Reimbursement of training costs that were not determined by assessment through the industry partnership
- Projects cannot violate any conditions of a collective bargaining agreement

- Literacy Training – Literacy training may be available through other sources and applicants should inquire about partnering with literacy providers.
- Multiple industry partnerships or training grants within the same Industry Cluster in a single labor market
- Basic skills or entry level training that does not result in higher skill levels or career advancement
- Training that can be supported by existing programs such as, WIA, TANF, Customize Job Training, WEDNet and services provided through PA CareerLinks
- Articulation Agreements
- Proprietary training owned by a single business (NOTE: All new training curriculum developed by grant funds is owned by the Commonwealth.)
- Basic occupation health and safety training (OSHA-10)
- Training provided by the lead applicant and any person or organization involved in partnership management and/or coordination (Note: Training services provided by the lead applicant are not eligible for reimbursement but may be applied as matching funds.)
- Educational providers cannot use the announcement of partnership funds to solicit their training programs. Training providers who employ this marketing strategy will not be allowed to receive partnership training funds.

## **Section 6 - Proposal Submission/ Miscellaneous**

**1) Technical Assistance** – Will be provided in areas such as, but not limited to:

- recruiting employers in the partnership;
- labor market and/or cluster analysis;
- sustaining employers participation in partnership;
- assessing the training needs of multiple employers;
- sustaining partnership beyond the organizational stage; and aligning other educational, economic development, welfare and community partners for maximum effectiveness;
- statewide sectoral strategies;
- life sciences industry partnerships - The PA Center for Health Careers (PCHC) will provide technical assistance to each healthcare industry partnership to ensure collaboration and alignment between the partnerships and Center. PCHC staff will be available to attend partnership meetings, share best practices, provide research information, survey results and industry trends to the partnership members. As a condition of funding, each healthcare industry partnership is expected to work with the staff from the PCHC.

**2) Timeline for Applications** - Applications for funding consideration will occur in four stages:

- Stage One ..... Applications will be accepted for review and funding consideration on or before July 30, 2008.
- Stage Two ..... Applications will be accepted on or before October 15, 2008 (pending the availability of funds).
- Stage Three ..... Applications will be accepted on an ongoing basis after January 6, 2009, but will be subject to the availability of funds and consideration of the partnerships ability to expend the funds before they expire.

**Award Notices** – Applicants selected for award will be contacted directly before the grant’s execution and non-selected applicants will be notified by mail.

**3) Reports** – The grantee is required to provide quarterly reports and other documents to the PA Workforce Investment Board. LWIBs are mandated partners and serve as the fiscal agent for grants. All reports must be submitted to appropriate LWIB for review and approval. All records shall be made available for review to Department of Labor & Industry staff. *Quarterly and Year-end Reports must be submitted to the LWIB for timely submission to the PA WIB or funding may be suspended.* In addition, LWIBs are required to collect and submit Worker Training participant information (Name, Social Security Number, Start & End dates of training, etc...) to the Commonwealth on a quarterly basis via its secure FTP database. As such, LWIBs and Partnerships must work together to create methods in which this critical information can be transmitted to ensure its accuracy, and to the degree possible enhance industry’s ability to provide participant data.

**4) Funding** - The total level of funding for this initiative is \$20 million dollars (\$5 million is available to support Industry Partnerships and \$15 Million to support Training). Guidelines may be modified as needed and will be posted on [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us). The maximum for any one Industry Partnership grant is \$85,000. The maximum for any one Training Grant request is \$300,000. Applicants can apply for both Partnership and Training Grants in a single application.

The funding period for the grant is one year and funds must be spent prior to June 30, 2009. Partnerships that have unencumbered fund balance by April 16, 2009 may be required to return funds to the Department. A partnership could be eligible to apply for additional training grant funds after they demonstrate that it is a viable industry driven partnership.

Please submit the original and three paper copies of the proposal to:

**Industry Partnership Coordinator**  
**PA WIB**  
**901 North & 7<sup>th</sup> Street**  
**Suite 103**  
**Harrisburg, PA 17102**

**In addition, please submit one electronic copy to: [dkuba@state.pa.us](mailto:dkuba@state.pa.us)**

**For Further Information, please contact:**

**Daniel Kuba**  
**P: 717-705-8821**  
**F: 717-783-4660**  
**[dkuba@state.pa.us](mailto:dkuba@state.pa.us)**

**Applications that do not adhere to these guidelines will not be read. In addition, proposals submitted using another department’s application will be discarded.**

**Appendices** – When preparing an industry partnership/worker training proposal, the following appendices should be attached to the grant submission:

- **Appendix A - Evaluation:** Applications must include a statement that applicants are willing to collect participant data (**including FEIN of participating companies and social security numbers of all individuals who receive training**). An additional statement should indicate that the lead applicant is willing to participate in a third-party evaluation by providing data and access for interviews, and by participating in networking with other partnerships. (The evaluation process will be designed in collaboration with grantees to ensure that it does not impose an unreasonable burden on participating firms and to maximize opportunities for learning that benefit partnership members.) Grantees may also be invited to serve as part of state and national learning collaborative on innovation and sector-based workforce development. (Reference Attachment A)
- **Appendix B – Industry Partnership/Worker Training Time Line** - This section should also include a timeline for the program design and implementation. (Reference Attachment B)
- **Appendix C – Additional supporting documents:** Resume and job descriptions, spreadsheets and proposed detailed training plan should be included in this section.
- **Appendix D - Sustainability Plan.**
- **Appendix E - Budget form DK 2:** New and Continuation partnerships must provide a budget and budget narrative. The budget must include a separate budget narrative that provides additional information on each cost category and indicates how the grant and matching funding are tied to program design and goals. These documents will serve as the Commonwealth’s record of partnerships’ plans for project implementation. In instances where grant funds are not awarded as originally requested, LWIBs will be required to submit corrected budget and budget narrative to serve in this capacity. Standard budgeting changes within line items during a program year are not required for submission.

Preference is given to Industry Partnership projects with a matching fund of a ratio of \$1-to-\$1. This section should include information on any other sources of matching funds that will be used to support this effort. Partnerships seeking training funds must provide private sector match for training. Match is required at a \$1-to-\$1 ratio of which 25% of matching funds must be cash. Cash match may not be leveraged from other state grants.

*Attachment – 1*

## Quantitative Measures Record Reporting Document

*(to be completed by each participating company)*

All fields must be completed in order to obtain training funds.

<b>Company Name:</b>	<b>Address:</b>
<b>Company Contact/Title:</b>	<b>Phone:</b>
<b>Employer FEIN:</b> <small>(Federal Employee ID Number)</small>	<b>Email:</b>
<b>Employer FEIN:</b> <small>(Federal Employee ID Number)</small>	<b>Industry Code:</b> <small>(North American Industry Classification Code)</small>
<b>Company Training Needs Assessment Date:</b>	<b>Date of last partnership meeting company attended:</b>
<input type="checkbox"/> <b>Verification of assessment and meeting attendance by IP coordinator or LWIB</b>	

<b>Training Participant:</b> <small>(Required for each individual training participant)</small>	<b>Social Security Number:</b> <small>(Employer will not be reimbursed if SS# is incomplete or invalid)</small>
<b>Title of Training:</b>	
<b>Training Description:</b> <small>(Briefly describe training)</small>	
<b>Training Start Date:</b>	<b>Training Completion Date:</b>
<b>Certificate Obtained:</b> <small>(Circle one below)</small> <p style="text-align: center;"><b>Yes      No</b></p>	<b>Date Obtained:</b> <small>(If applicable)</small>
<b>Industry Certified Credential obtained:</b> <small>(Circle one below)</small> <p style="text-align: center;"><b>Yes      No</b></p>	<b>Date Obtained:</b> <small>(If applicable)</small>
<b>College Credits earned:</b> <small>(Circle one below)</small> <p style="text-align: center;"><b>Yes      No</b></p>	<b>Number of Credits earned:</b> <small>(If applicable)</small>

**Attachment - 2**

**Sample Industry Partnership/Worker Training Time Line** - This section should include a timeline for all aspects of the project, with particular emphasis on program design and training delivery. The sample timeline table below should be modified to fit your project.

	<b>Outline of Process</b>	<b>Duration</b>	<b>Start Date</b>	<b>Finish Date</b>
<b>Creating a program foundation</b>				
	Identifying the partnership			
	Recruiting additional stakeholders			
	Selecting a program			
	Hiring project manager			
<b>Program Design</b>				
	Recruiting and selecting firms			
	Assessing training needs			
	Selecting training to be delivered			
	Aligning the resources of existing training systems			
	Designing curriculum			
	Designing assessments			
<b>Program Support</b>				
	Identify and implement support activities			
	Define process for recruiting and selecting training participants			
	Define measures of program success			
<b>Training Delivery</b>				
	Locate facilities			
	Schedule training			
	Recruit and select participants			
	Deliver training			
	Assess training outcomes			
	Define next step activities			
<b>Define Next steps to support partnership sustainability</b>				

**Attachment - 3**

**Application form DK1.** The application form must be completed and submitted with each proposal. This form can be downloaded from the [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us) website.

<b>Application for Pennsylvania Industry Partnership &amp; Worker Training Grant</b>		Version 1
<b>1. Type of Submission:</b> <input type="checkbox"/> New <input type="checkbox"/> Continuation	<b>2. Type of Application</b> <input type="checkbox"/> Industry Partnership <input type="checkbox"/> Industry Partnership Worker Training	<b>3. Applicant: Select Applicant Type:</b>
<b>4. Date Received:</b> (PA WIB use only)	<b>5. Local Workforce Investment Board:</b>	
<b>6. Grant title:</b>	<b>7a. Targeted industry Cluster:</b> <b>7b. Sub-cluster:</b>	
<b>8. APPLICANT INFORMATION:</b>		
<b>a. Applicant Name:</b>		
<b>b. Address:</b> *Street 1: _____ *Street 2: _____ *City: _____ *State: _____ *Zip / Postal Code: _____		
<b>c. List all LWIBs involved in this grant:</b>  <input type="checkbox"/> Letters of support from all participating LWIBs attached.		
<b>9. Name and contact information of person to be contacted on matters involving this application:</b>		
First Name: _____ Last Name: _____ Title: _____ Telephone Number: _____ Email: _____		
<b>10. Program manager: (if different from above)</b>		
First Name: _____ Last Name: _____ Title: _____ Telephone Number: _____ Email: _____		
<b>11. Counties served by this grant:</b>		
<b>12. Legislative Districts partnership covers:</b> a. Senate: _____ b. House of Representatives: _____		
<b>13. Funding Proposal Request (\$):</b>	<b>14. Partnership Checklist:</b>	
*a. Labor & Industry _____ *b. In-Kind Match _____ *c. Cash Match _____ *g. TOTAL _____	<b>(check each box represented in partnership)</b> <input type="checkbox"/> LWIB <span style="margin-left: 200px;"><input type="checkbox"/> Minimum of 10 employers</span> <input type="checkbox"/> Labor/unions <span style="margin-left: 100px;"><input type="checkbox"/> PA CareerLink/Business Service Teams</span> <input type="checkbox"/> Foundations <span style="margin-left: 100px;"><input type="checkbox"/> Regional Partnership</span>	
<b>15. Authorized Representative:</b>		
*Signature of Applicant: *Print Name:		*Date Signed:

**Attachment - 4**

**Budget form DK2.** The budget form must be completed and submitted with each proposal. This form can be downloaded from the [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us) website.

Budget Information for Industry Partnership and Incumbent Worker Training Programs					
BUDGET SUMMARY					
Grant Program Activity	FY 08/09 L&I Budget Request	Cash Matching Funds	In-Kind Matching Funds	TOTALS	
Industry Partnership					
Incumbent Worker Training					
<b>Total L&amp;I Grant Request</b>		<b>Total Planned Grant Expenditures</b> (Total = L&I Grant Request with Matching Funds)			
BUDGET SPECIFICS - BREAKDOWN OF L&I GRANT FUNDING REQUEST (Do not list in-kind or matching funds in this section)					
Categories	Industry Partnerships		Worker Training	Total Admin	Totals
<b>Administration</b> (not to exceed 5%)					
<b>Program Manager</b>					
Salary					
Benefits					
Travel					
<b>Subtotal</b>				<b>Subtotal</b>	
<b>Other Costs</b>					
Materials - Equipment not eligible					
Outreach - Provide details					
Contracted Services - List separate					
Office supplies, Misc. & Other Costs					
<b>Subtotal</b>				<b>Subtotal</b>	
<b>Training Costs</b>					
Materials					
Training Materials - No Equipment					
Instructors					
Contracted Instructional Services					
Other Costs - Provide detail					
<b>Subtotal</b>				<b>Subtotal</b>	
<b>Total</b>				<b>Total</b>	
Matching funds for training are \$1 to \$1 ratio of which 25% must be cash.					
Provide sources and amounts of matching funds in budget narrative			<b>Total for L&amp;I Grant Request</b>		