**New Ways to Build Employability Skills at Scale: Regional and National Lessons through Prototyping**

**A Proposal to EDA’s Research and Evaluation and National Technical Assistance Program**

**Submitted by**

**KentuckianaWorks**

**in partnership with**

**The National Fund for Workforce Solutions and FutureWorks**

**October 2016**

1. **PROJECT NARRATIVE**

[A project narrative justifying the request for the funding award. There is no specific format or required length for the narrative, although, at a minimum the project narrative should discuss the following:]

**Quick Summary:**

[A summary of the proposed project:]

A common refrain from employers across the country is that baseline employability skills are in short supply among workers. These are foundational skills across occupations and industries that every employee needs to be successful in the workplace, such as strong academic grounding in reading and math, proficiency in workplace skills such as problem solving and planning, and non-cognitive abilities such as adaptability, integrity, and dependability. The National Network, a group of businesses and industry associations that represent 75 percent of projected U.S. job growth through 2020, recently catalogued these skills into groups consisting of personal skills, people skills, workplace skills, and applied knowledge. (See graphic).

**Employability Skills Identified by the National Network (2015)**



Employers say that the lack of these basic skills hampers their ability to hire and keep workers, and cuts into their profitability. Moreover, imprecise and untested pedagogy to build these basic employability skills impedes workers from obtaining good jobs and earnings. [[1]](#footnote-1)

This initiative will research, prototype, and then develop transferable and scalable strategies to help employers in economic regions overcome critical basic employability skill gaps that impede productivity and limit business expansion. Specifically, the project will deploy a prototype to test and learn from employer use of “best in class” tools and products to build basic employability skills and competencies for prospective employees that employers will hire. We will start employability skills prototyping in a “Tier 1” demonstration region and, based on early results and employer feedback, share learning and prime the pump for five to seven additional “Tier 2” network regions to get organized to launch prototypes shortly after the grant. The project will work through existing regional labor market intermediaries to (1) prototype “best in class” tools and products that employers can use to assess, hire, and build the skills of workers to meet basic employability skill needs; (2) track the results as well as advantages, opportunities and challenges of the prototype; (3) iterate new practice from the prototypes; and (4) prepare five to seven additional sites to launch similar prototypes. The project will track and package the national learning outcomes from the Tier 1 prototype and lessons learned from preparing and organizing the Tier 2 network regions so the learnings can be applied to other regions and national policy. The budget will be $500,000.

Our project will leverage the regional expertise and administrative capacities of KentuckianaWorks, a seasoned regional labor market intermediary in the Greater Louisville metro, to develop the regional Tier 1 prototype with local employers, workforce agencies, and education. The National Fund for Workforce Solutions, a national coalition of workforce collaboratives operating in 35 regions, will be the convener of the Tier 2 network sites. The national research and policy development organization, FutureWorks, will lead a research and design phase that will review the current state of product offerings in the field and identify which ones are the most promising to test and prototype. FutureWorks also will be the lead technical assistance provider to the Tier 1 prototype site, content provider to the Tier 2 network sites, and policy and learning strategist for the project.

The project partners, working with the Tier 1 prototype region and Tier 2 network regions, will achieve two major regional outcomes:

* Vet and sharpen products to be used by employers and their workforce partners to build basic employability skills among prospective employees; and
* Determine effective roles regional labor market intermediaries can play to assist employers and workforce partners overcome the basic employability skills deficits.

In addition to these regional outcomes, the partners will achieve the following three larger national learning outcomes important to the field of economic and workforce development:

* Identify methodologies and key tools that can help employers and education build specific employability skill competencies needed across occupations and industries;
* Research and develop the components of a regional employability skills prototype that can be replicated in regions across the country; and
* Spot new policies and practices that can assist regions and federal agencies reduce the skills deficit in basic employability skills.

Our use of a “prototype” model for this project is intentional. Prototyping is a key strategy in workforce development used to engage employers and speed up learning and then scale solutions. As a common business approach, prototyping resonates well with employers, signals to business leaders that the work is designed with industry in mind, and is much more experimental and conducted at a faster pace than more typical “pilot” or “demonstration” programs. To make it work, partners need an entrepreneurial, fast paced “can do, act now” attitude and a commitment to collective seeing, learning and doing. We intend to bring this approach to our project.

Moreover, this project rests on the conviction that the employability skills challenge summarized above can be addressed most effectively by working directly – on the ground – with employers in a region. KentuckianaWorks and the workforce collaboratives in the National Fund for Workforce Solutions will use specific activities to engage an influential group of employers in key industries and work with the important workforce and educational institutions in their regional economies. We also recognize that our project must build off existing research and study that has occurred to identify common employability skills and the tools used to assess them. Where our project will add the most added value is testing and vetting new, emerging products that can build employability skills at scale for prospective workers as well as incumbent workers. In particular, our project will seek out skill building delivery mechanisms not designed for classroom delivery but rather can be accessed by learners on an asynchronous basis via computers using adaptive technologies and without on-site instructor support. There are a number of emerging products that fit this delivery paradigm. We begin our project with a tight research and design phase that scans the latest research, identifies the emerging field of products and methodologies of delivery, and then summarizes the options so our Tier 1 prototype region and Tier 2 network regions can learn from what has already been done and start one step ahead.

**Impact on Regions:**

[A summary of the region that will benefit (if multi-region, the proposal should document how the proposal will benefit the broader region). The proposal must define the applicable region and, while Research and Evaluation grantees do not need to meet certain EDA eligibility, investment rate, and application requirements described in 13 C.F.R. part 301, the proposal should document how the project will result in benefits that will mitigate distress factors in the applicable region;]

The **Regional Employability Skills Prototyping Project** will impact the economic growth and resiliency of metro economies across the country by helping business, regional workforce intermediaries, and workers meet the basic employability skills challenge. Our Tier 1 prototype will directly impact the basic employability skills challenge in Greater Louisville. The Greater Louisville metro area consists of a 7 county workforce area – Jefferson, Bullitt, Oldham, Trimble, Shelby, Spencer and Henry counties – that is embedded in a 12-county Metropolitan Statistical Area which includes 5 counties in Southern Indiana. The 7-county Greater Louisville workforce area has a population of \_974,532. The unemployment rates in these counties reached over 9% at the height of the Great Recession, but have slowly fallen to the 3-5% range. Employment growth has been driven by a major surge in manufacturing employment due to two huge investments made by Ford Motor Company and GE Appliances (a Haier Company), as well as a steady climb in overall health care related employment. The region has also seen a steady and rising demand for information technology and business services jobs. And retail, hospitality and tourism jobs have also returned as the national and regional economies have improved.

Despite the progress made since the height of the Great Recession, the region still faces a number of significant labor market challenges. The labor force participation rate for some counties continues to be well below the national average. Pockets of poverty in urban Louisville and rural parts of other counties are double or triple the rates for the overall region – and with those high poverty rates, a recent spike in homicides and drug overdoses point to the fact that economic recovery has still not reached all the region’s workers or families. A significant number of young adults either lack work experience altogether or do not demonstrate the employability skills required by employers, leading to long cycles of unemployment or underemployment.

In addition to Greater Louisville, the project will have direct on-the-ground impact in five to seven other regions part of Tier 2 network. Our team will select regions to be part of the Tier 2 network from the National Fund for Workforce Solutions’ 35 regional workforce collaboratives that span metros and rural areas across the country. We will consult with EDA during the selection process to help us choose regions that have geographic diversity and national impact. Many of the National Fund regions are already home to significant EDA initiatives, such as involvement in the Investing in Manufacturing Communities Partnership (Greater Milwaukee and Washington’s Puget Sound) and the Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) Initiative (Greater Cincinnati and Greater Pittsburgh).

**Applicant Team:**

[A brief overview of the Applicant and their capacity to successfully implement the project (e.g., staffing, history, university affiliations, discussion of its service region, major accomplishments, etc.);]

There are three major partners in this project:

1. ***KentuckianaWorks*** is a non-profit corporation (with 501 (c) (3) status) that serves as the Workforce Development Board for the Greater Louisville region – a 7-county area with Louisville at its core. It is funded primarily by the U.S. Department of Labor and the WIOA through the Kentucky Education Workforce Development Cabinet. KentuckianaWorks oversees the region's system of career centers where job seekers can find jobs and education and training opportunities and apply for unemployment insurance. Career centers also help employers meet their workforce needs by linking them with qualified employees. KentuckianaWorks has received grants from federal and state agencies, as well as national and regional philanthropic organizations to support a number of special initiatives with employers in the region (including a manufacturing career center, a health career center, and a software coding talent pool training initiative called Code Louisville that was highlighted by President Barack Obama as part of his Tech Hire Initiative on his visit to Louisville in April, 2015. Lead staff from KentuckianaWorks who will be working on this project are Michael Gritton, Executive Director, Cindy Read, Deputy Director, Rider Rodriguez, Director of Sector Strategies, and Mary Rosenthal, Senior Program Director. Mr. Gritton will serve as senior advisor on the project design and implementation of the prototype effort to train job seekers in employability skills and place them into employment. Ms. Read will coordinate outreach to two strong employer partnerships (one in manufacturing, one in health care) to hopefully get at least one to participate in the fast-prototype pilot we envision. Mr. Rodriguez will work with a growing number of new hotels to determine if they wish to participate as an employer group in the fast-prototype pilot. Ms. Rosenthal will work with our One-Stop contractor partners at ResCare Services to determine the best way to utilize those Kentucky Career Centers as partners in this effort and to track the data on pilot participants.[Insert staffing plan]
2. ***The National Fund for Workforce Solutions*** is a growing national partnership of employers, workers, communities, and philanthropy that strengthens local economies by implementing demand-driven strategies that create talent supply chains, advance workers into family-supporting careers, and improve workforce development systems. Operating in 35 communities across the United States (including Greater Louisville) and with over 75 industry partnerships, the National Fund promotes the development of employer-led industry partnerships that guide educational and training investments in skills and credentials. Established in 2008, the National Fund has been supported by a large and growing group of national and regional foundation. For several years, the National Fund has been administered by Jobs for the Future in Boston but has recently been established as a stand-alone, non-profit body, granted 501 (c) (3) status by the IRS based in Washington DC. Insert staffing plan]
3. ***FutureWorks*** is an economic and workforce policydevelopment firm that helps design strategies, inform policies, and build institutions that promote sustainable, skill-based regional economic growth and competitiveness. FutureWorks has a 20-year track record of policy research and civic institution building in economic and workforce development. FutureWorks is organized as a limited liability corporation. Over the past two decades, FutureWorks has served as a strategic adviser to regional economic and education development authorities; 2-year and 4-year postsecondary education institutions; national non-profit think tanks and advocacy organizations; regional and national foundations; and city, state and federal government agencies. Most recently, FutureWorks, together with the Aspen Institute, launched a U.S. Department of Commerce-funded program – *The Communities That Work Partnership* – that brings together seven regional teams to accelerate the connections between economic development and workforce development. In the *Fellowship for Education Attainment*, FutureWorks is facilitating a multi-year national learning network of business-civic leaders focused on improving education and talent development in the U.S. The effort brings together key leaders from the [American Chamber of Commerce Executives](http://www.acce.org/divisions/education-attainment-division/) to share learning from practice and identify evidence-based completion strategies.FutureWorks is helping Complete College America to launch a new initiative, *Purpose First*, that combines workforce connections, predictive analytics and career advising to help students better connect their education to career objectives. [The project](http://completecollege.org/purpose-first/) includes research with national experts and several two-year and four-year colleges. Lead staff from FutureWorks who will be working on this project are Brian Bosworth, President and Founder, Stephen Michon, Partner, and Dr. John Hoops, Partner. Mr. Bosworth will serve as senior advisor to design and content throughout the project, from guiding the research and design phase to content for the final deliverables. Mr. Michon will be the project manager for FutureWorks. He will lead the day-to-day activities of the research and design phase, provide content and assistance during implementation of the prototype with KentuckianaWorks, manage learning content for the Network regions in partnership with the National Fund for Workforce Solutions, and be a lead partner in collecting final learning and preparing the deliverables. Dr. Hoops will guide content delivery and design for data collection and tracking as well as provide support for all phases of the project.

**Business Plan and Work Goals:**

[A summary of the Applicant’s business plan and performance goals for the period to be covered by the award period]

*Research and Design Phase:*

Our project will start with a tight 3 to 4-month research and design phase. In this phase we will identify products to build basic employability skills for prospective employees that employers currently utilize, are being tested in the field, or are emerging through existing business-education partnerships. There is considerable research that documents an emerging consensus of what constitutes basic employability skills and the landscape of existing products that assess them.[[2]](#footnote-2) There is less research on the products used to build employability skills -- many of these products are still emerging or in beta stages. Our goal is to find products that use skill building delivery mechanisms that reach working adults and busy job seekers at scale. There are a number of emerging products that fit this delivery paradigm. These are products not designed for classroom delivery but rather can be accessed by learners on an asynchronous basis via computers using adaptive technologies and without on-site instructor support. Our research and design phase will document this landscape, identify the most promising products, and analyze the shortcomings as well as advantages to each product, and identify what elements may be part of a package of assessment and skill building tools to help business and their partners overcome the apparent deficit of basic employability skills.

Deliverables for this phase include:

1. Research Findings Paper. A 5-7 page landscape review of basic employability skills training products in the field and a summary of the implications as it applies to the launch of the regional prototype and organizing the network regions for this project.

*Early EDA/Project Status Review Meeting*

Before implementation of the regional prototype in the Tier 1 region, our team will organize a “status review” check-in with EDA’s Research and Evaluation and National Technical Assistance team. During this review, the national team and EDA’s team jointly will evaluate early learning, assess risk and opportunity for a prototype launch, and make adjustments to project design before we move to a Tier 1 prototype launch.

Deliverables for this phase include:

1. Check-in Meeting and Work Plan Adjustments. Completion of adjustments to the work plan that are agreed upon by parties at the meeting.

*Tier 1 Regional Prototype*

Our next phase will be the launch of a “Tier 1” regional prototype in Greater Louisville. The site-specific work in Greater Louisville will focus on three key tasks. The first critical step is to identify groups of employers willing to actively experiment using identified “best in class” products to come up with better methodologies to build the basic employability skills of prospective and incumbent workers for targeted industries. KentuckianaWorks already has two such industry groups of employers that will be optimal to implement the prototype. The first group is the Manufacturing Advisory Group which represents over 100 manufacturers from across the region, meets monthly and guides numerous workforce initiatives designed to produce more qualified manufacturing workers. The second group is the Health Careers Collaborative of Greater Louisville which represents \_\_ hospital, long-term care and related employers across the region and is focused on building a robust pipeline of workers interested in health careers. By the time of implementation of the fast-prototype pilot, KentuckianaWorks will also have a number of hotels that may also be interested in pursuing this work as an industry sector group.

The second task is to launch the pilot with these groups of willing employers. As the key regional intermediary, KentuckianaWorks will work with its partners and the employer groups to use the products and methodologies identified in the research phase to build basic employability skills in job candidates and, where possible, among incumbent workers. For qualified candidates, employers will hire them and commit to share results and learnings with KentuckianaWorks and the project team.

The third critical task will be for KentuckianaWorks and the national team to track the data, gather real-time employer feedback, capture early findings from what works and what doesn’t, and make adjustments to how the prototype is implemented.

After the data and learning is analyzed from these three tasks, KentuckianaWorks will move to a second stage of pilot in the region that refines approaches and methodologies to build employability skills. The same process will occur as part of multiple iterative phases of the same pilot; that is, candidates will be identified, the employability skill building product utilized, data and employer feedback collected, and findings captured and shared for learning.

As the Tier 1 region, KentuckianaWorks and its partners in Greater Louisville will serve as the test bed for developing effective practices in and learning from these three essential tasks.

Deliverables for this phase include:

1. Launch of Tier 1 Prototype to test and track results using best in class products
2. Summary Output Report that underlines employer and employee results over multiple iterative phases.
3. Summary Findings Report, in the form of a slide deck, that identifies results, learning, and recommended adjustments to share with the Tier 2 network regions to get them ready for a similar prototype launch.

*Tier 2 Network Regions*

Under a sub-grant agreement (or contract) with KentuckianaWorks, The National Fund for Workforce Solutions will recruit and select lead workforce development organizations in five to seven other metropolitan regions across the U.S. to serve as a “Tier 2” network. These regions will not have the grant resources that would be available to KentuckianaWorks for their work in the Greater Louisville region. Alternatively, The National Fund with FutureWorks will invite and sponsor key staff and industry groups from the Tier 2 regions to participate in a number of workshops in the second year of the work plan. During these workshops, participants will receive updates on lessons emerging from the prototype, guidance on application and customization of strategies and practices for implementation, and help organizing and preparing for a launch of their own employability skills building prototype, including ideas and opportunities to seek implementation funding. The workshops and sessions will be held in-person at the National Fund’s annual meeting and during special semi-annual gatherings of regional directors. The National Fund and FutureWorks has also budgeted for some in-region visits for leaders of participating regions who could use on-site guidance and organizing assistance.

The National Fund also will serve a more general dissemination role with respect to this project. It will offer learning exchange opportunities to the rest of its 20+ affiliated regional workforce intermediaries and industry groups across the country so they too can learn from and contemplate how to launch an employability skills building prototype. These general sessions will be delivered in-person at the National Fund annual meeting as well as via webinars.

While most of these Tier 2 regions will be drawn from the membership of the National Fund, it will be feasible to include key regional organizations not now affiliated with the National Fund, such as organizations from the Department of Commerce-supported Communities That Work Partnership (CTWP) and other regions identified as promising.

Deliverables for this phase include:

1. Presentation of Prototype Lessons. Presentation delivered to leaders of the 35 regions in the National Fund at the June 2017 National Fund for Workforce Solutions Annual Meeting with content focused on early lessons and opportunities for employability skills building prototypes with industry.
2. Tier 2 Network Selection. Commitment from leaders of five to seven regions to participate in the Tier 2 regional network.
3. Learning Exchange and Technical Assistance. Facilitation of learning exchange for and delivery of technical assistance to Tier 2 network participants based on learnings generated from the prototype.
4. Start-up Memo. A 3-5 summary memo that underlines the learning from, support for, and preparation needed to launch a series of prototypes with the Tier 2 network regions.

*Research, Technical Assistance and Final Documentation*

Also under agreement with KentuckianaWorks, FutureWorks will serve as the research and development and training and technical assistance nexus for this project. As the project gets underway, FutureWorks will take the lead in the first four months to (1) pull together existing research and concrete experience with these skill gaps (focusing especially on strategies and techniques of on innovative and effective competency based pedagogy for basic skill development); (2) develop the specific methodologies to guide KentuckianaWorks to work with employers and with education and training providers in its region; (3) design an ongoing research component of this project that will identify and pursue opportunities to dig more deeply into issues where previous investigation about basic employability skill building has been missing or does not offer real guidance to practitioners;[[3]](#footnote-3) and (4) develop “metrics of success” to determine outcomes and learning from the prototype effort in the Tier 1 region and Tier 2 network regions that have implications for further regional prototyping in other regions and national policy.

Deliverables for this phase include:

1. Final Project Report: A slide deck that describes the results and learning from the project and will include a) summary results from the Tier 1 prototype and Tier 2 network regions, b) summary of the attributes and still missing pieces to employability skill building products; c) recommended roles intermediaries can play to assist employers, economic development, and workforce partners overcome the basic employability skills deficits in their regions; d) identification of components of a regional employability skills prototype that can be replicated in the Tier 2 network regions and regions across the country; and e) summary discussion of new policies and practices that can be implemented to reduce the skills deficit in basic employability skills.

**Alignment with EDA:**

[How the proposal aligns with the mission of EDA and the Agency’s Investment Priorities (http://www.eda.gov/about/investment-priorities.htm)]

Insert response

1. **SCHEDULE OF MAJOR MILESTONES AND DELIVERABLES**

[All Applicants must submit a schedule detailing the expected start and end date of all major milestones and deliverables described in the Project Narrative. The schedule should be outlined in months, so that it is easily discernable in how many months the applicant could start the project from the date of project award, in how many months each of the key project milestones and deliverables will be accomplished from the date of project award, and the anticipated number of months after the date of project award that the project will be completed, generally not to exceed 12 to 18 months.]

This will be a 24-month project. The first fourth months after the grant award be the research and design phase, which will consist of our research of the employability skills landscape as well as further development of planning and design of all aspects of the project. FutureWorks will lead this work. Early organizing of employers in Greater Louisville, the Tier 1 prototype region, will begin in month 5. Two to three months later (in month 7 or 8), we will launch the Tier 1 prototype in Greater Louisville (direct field work with employers and education and training agencies). The prototyping in Greater Louisville will continue at an intensive level through month 18, gradually winding down over the last 6 months of the project. Preliminary work in identifying potential Tier 2 network regions will begin immediately with award of the grant but the actual selection of the Tier 2 region will be delayed until month 12, after the work is underway in Greater Louisville. Research and documentation will occur through the project, capturing lessons and data to help build the implications for regional replication and national policy.

The month-to-month timeline of major phasing of the project is below and following that is the timeline for the major deliverables.

Timeline



Schedule of Deliverables



1. **BUDGET DESCRIPTION**

[A separate budget narrative must be created and submitted to describe the costs associated with each line item on the Form SF-424A. Supporting documentation listing the components of these categories must be included. The budget narrative should include the following:

o A personnel plan listing all positions proposed to be charged to the project whether as Federal or non-Federal costs. The personnel plan must include the position titles, salaries, percentage of time dedicated to the project, and amount of salary charged to the project for each staff member assigned to the project. The sum of all salaries charged to the project must equal the amount on the “Personnel” budget line item on Form SF-424A. The personnel plan should provide a description of how the personnel will carry out the proposed plan, including the adequacy and previous performance of the proposed team to carry out project activities.

o A description of the source, nature, and amount of all non-EDA funds for the project. All non-EDA funds must be committed to the project, available as needed, and not conditioned or encumbered in any way that would preclude their use consistent with the purpose of the project. Applicants must also attach documentation, (typically demonstrated though a commitment letter or letter of support), confirming non-EDA (matching or cost share) funding.

o EDA will consider the nature of the contribution (cash or in-kind), the amount of any matching share funds, and fairly assess any in-kind contributions in evaluating the cost to the Federal government and the feasibility of the project budget. While cash contributions are preferred, in-kind contributions, fairly evaluated by EDA may provide the non-Federal share of the total project costs. See section 204(b) of PWEDA (42 U.S.C. § 3144). In-kind contributions, which may include assumptions of debt and contributions of space, equipment, and services, are eligible to be included as part of the non-Federal share of eligible project costs if they meet applicable Federal cost principles and uniform administrative requirements. Funds from other Federal assistance awards are considered matching share funds only if authorized by the statute, which may be determined by EDA’s reasonable interpretation of the statute. See the definition of “Local Share or Matching Share” at 13 CFR § 300.3.

o If the applicant is requesting a federal share higher than 50% of the total project costs, then the applicant must provide justification as to why the project (a) merits, and is not otherwise feasible without, such an increase to the EDA investment rate; or (b) will be of no or only incidental financial benefit to the recipient (see 13 C.F.R. § 301.4(b)(4)).

o If contracts will be used to complete part or all of this project, applicant must include a statement that all contracts will be awarded by competitive bid, or if contracts will not be awarded by competitive bid, the applicant must provide EDA with adequate documentation that sole source justifications can be made in accordance with the Uniform Administrative Requirements (2 C.F.R. part 200; see 2 C.F.R. § 200.320(f)).]

The total budget of $500,000 will be structured as follows:

1. **KentuckianaWorks**  –– $144,000 for grant/contract administration; leading the prototype implementation in Greater Louisville and working with employers and education agencies; helping gather and disseminate lessons to Tier 2 network regions; and assisting with deliverable reports that highlight lessons learned from the prototype, applicability to other regions, and national policy.
2. **The National Fund** –– $126,000 for leading the process of selecting, organizing, guiding, and monitoring the Tier 2 regions; hosting meetings of the network; and assisting with deliverable reports that highlight lessons learned, applicability to other regions, and national policy.
3. **FutureWorks** –– $230,000 for engagement in all aspects of the project including lead on planning and research design phase; training, and technical assistance and for managing the research and evaluation components of the project.

There will be some local match to the Department of Commerce’s total investment, such as organizing and participation from the Tier 2 network regions in national meetings part of the National Fund for Workforce Solutions; in-kind time and resources invested by KentuckianaWorks to organize employers and use its data systems to capture results from the prototype, and in-kind presentations and dissemination of the results from the project with FutureWorks clients part of the American Chamber of Commerce Executives Fellowship for Educational Attainment.

Budget



1. **ADDENDA TO THE PROPOSAL**

Applicants must also submit the following Addenda to the Proposal in PDF format. Applications that do not include the required Addenda may be considered incomplete and/or non-responsive and may not be reviewed.

1) Resumes of Key Personnel

Applicants must attach the resumes of key project staff, which should not exceed two pages in length (per resume). Resumes should be compiled and uploaded together as one PDF file.

2) Additional Requirements for Non-Profit Organizations

In addition to all applicable items listed above, EDA applicants and co-applicants that are non-profit organizations must submit the following:

o A certificate of good standing from the State of its incorporation that is less than twelve (12) months old;

o A copy of the organization’s Articles of Incorporation and By-Laws;

o A copy of the most recent (not older than 18 months) IRS Form 990 (Return of Organization Exempt from Income Tax) (without attachments or schedules).

3) Copy of Current, Approved Indirect Cost Rate Agreement (if Applicable)

If facilities and administrative costs (sometimes referred to as indirect costs) are included in the budget, the applicant must include a copy of its current Facilities and Administrative Cost Rate Agreement or documentation establishing that it has a pending application. An applicant that does not have a current Facilities and Administrative Cost Rate Agreement negotiated and approved by the Department of Commerce (or by the applicable cognizant Federal agency) may propose facilities and administrative costs in its budget. However, the applicant must prepare and submit a facilities and administrative cost allocation plan and rate proposal or a negotiated indirect cost rate as required by 2 CFR part 200 “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.” The allocation plan and the rate proposal must be submitted to EDA’s Office of Regional Affairs (or applicable cognizant Federal agency) within ninety days from the award start date. In addition, in accordance with 2 C.F.R. § 200.414(f), any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Paragraph D.1.b of Appendix VII to 2 C.F.R. Part 200 (specifically, a governmental department or agency that receives more than $35 million in direct Federal funding), may elect to charge a de minimis rate of 10 percent of modified total direct costs.

The maximum dollar amount of allocable facilities and administrative costs for which EDA will reimburse a recipient shall be the lesser of the: (i) line-item amount for the Federal share of facilities and administrative costs contained in the EDA-approved budget for the award, or (ii) Federal share of the total allocable facilities and administrative costs of the award based on the cost rate approved by EDA (or applicable cognizant Federal agency); provided that the cost rate is current at the time the costs were incurred and provided that the rate is approved on or before the award end date. The applicant should include a statement in its budget narrative if the applicant does not have, or has not applied for, a Facilities and Administrative Cost Rate Agreement.

4) Intergovernmental Review (if Applicable)

Applications are subject to the requirements of Executive Order (EO) 12372, “Intergovernmental Review of Federal Programs,” if a State has adopted a process under EO 12372 to review and coordinate proposed Federal financial assistance and direct Federal development (commonly referred to as the “single point of contact review process”). All applicants must give State and local governments a reasonable opportunity to review and comment on the proposed Project, including review and comment from area-wide planning

1. See National Network, *A Foundation for Success in the Workplace: The Skills All Employees Need, No Matter Where They Work*. National Network of Business and Industry Associations. 2015. Merrilea J. Mayo. *Workforce Assessments: What Do We Actually Measure*. Center for Curriculum Redesign. 2016. Parminder K. Jassal and Hope Clark. *The New Learning Economy and the Rise of the Working Learner: An Anthology of Recent Evidence*. ACT, Inc. Iowa City, Iowa. 2016; and Devin Fidler. *Future Skills: Update and Literature Review*. Prepared for ACT Foundation and the Joyce Foundation. Institute for the Future. Palo Alto, California. 2016. [↑](#footnote-ref-1)
2. See annotation [↑](#footnote-ref-2)
3. In this component of work, FutureWorks envisions a research relationship with Georgetown University’s Center on Education and the Workforce, headed by Anthony P. Carnevale. [↑](#footnote-ref-3)