



Governor's Council on Workforce Investment
Growing Regional Opportunities
in Wisconsin (GROW)

"Region by Region" Grant Program

GRANT APPLICATION
GUIDELINES AND FORMS



June 2005



Applications due July 29, 2005
(see p. 11 for details and contact information)

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I) Program Summary and Guidelines

As part of a broader effort to chart a new course for regional economic and workforce development in Wisconsin, Governor Jim Doyle, the Governor’s Council on Workforce Investment (CWI), and the Wisconsin Department of Workforce Development (DWD) have established the Growing Regional Opportunities in Wisconsin (GROW) “Region by Region” grant program. The GROW Region by Region grant program is being implemented to advance the regional economic and workforce development agenda set forth in the Governor’s broad *Grow Wisconsin* plan.

The GROW Region by Region program is offering grants to encourage and reinforce regional efforts to integrate workforce development with economic growth strategies. Because different regions are at different stages of preparation to embark on such efforts, the GROW Region by Region program will distinguish between two types of grants:

- Grants to **established** regional partnerships, to enable those partnerships to reach new levels of cooperation and to develop their capacity to implement workforce-focused partnership projects.
- Grants to **new** regional partnerships to assist in the initial formation of such partnerships and the early planning and implementation of partnership activities.

The GROW Region by Region grant program will be funded by state discretionary Workforce Investment Act (WIA) funds assigned by the Governor to support Council on Workforce Investment projects. The Department of Workforce Development, as the lead agency for the Council on Workforce Investment and as the responsible fiscal entity for the grant program funding, will administer and oversee the GROW Region by Region program.

This program summary outlines the following information about the GROW Region by Region grant program and guidelines for grant applicants:

- Grant program elements and expectations
- Basic requirements for grant applicants
- Program activity requirements of grantees
- Other administrative requirements.

Prospective applicants for GROW Region by Region grant funding should note that the shared focus of WIA, CWI, and DWD is the development of Wisconsin’s workforce. In keeping with this focus, **the GROW Region by Region program is intended to support regional partnerships concerned primarily with workforce investment strategies and programs.** Other efforts related to overall regional economic growth may be included in proposals to the extent that they clearly support the stated workforce investment objectives of the project. Because funding is limited, grants will be awarded only to those proposals that best meet GROW Region by Region program objectives.

A. Program elements and expectations

1. Main program elements

The GROW Region by Region grant program has been established to support projects that incorporate the following elements, considered as the three necessary stages of regional economic and workforce development:

- **Regional partnerships** - Development (or expansion) of sustainable regional partnerships that bring together workforce development, economic development, and education to find collaborative solutions to regional workforce development challenges and economic growth needs.
- **Regional planning** - Development (or refinement) of an integrated regional economic and workforce development plan that identifies and assesses key regional workforce investment needs related to regional economic development goals, establishes regional workforce investment strategies designed to advance regional economic goals, and better targets and coordinates regional workforce education and training resources.
- **Regional program capacity-building** - Pursuit of specific regional organizational development and system-building activities designed to implement planned workforce investment activities or designed to improve partnership effectiveness and performance in implementing such activities.

Because regions face diverse economic and workforce development issues and are at different stages in building partnerships, it is assumed that emphases among these three elements will vary among proposals. It is also assumed that new regional partnerships will place greater emphasis on the first two of these elements than will established partnerships, which will emphasize the second and third. However, all applications for GROW Region by Region grant funding are expected to incorporate each of the above three elements to some extent.

2. Expected project characteristics

All proposals for GROW Region by Region grant funding, whether for new or for established partnerships, are expected to:

- Adopt an integrated approach to workforce issues affecting multiple industries in a region, but with particular emphasis on more timely responses to immediate and emerging workforce needs such as worker shortages, skill gaps, and other workforce development challenges facing high-skill, high-wage enterprises.
- Address specific regional demographic factors and trends affecting the performance of the regional workforce development system, such as:
 - education and training needs of younger workers;
 - “brain drain” through out-migration of younger educated workers;
 - an aging workforce and the workforce needs incidental to an aging population;
 - integration of new immigrants and refugees into the workforce and community;
 - career ladder opportunities for less skilled and otherwise disadvantaged workers.

- Embody clear strategies for linking economic development, education, and workforce development, and propose activities that clearly support that strategy (including, as appropriate to a given region, strategies built around occupational sectors or industry clusters).
- Apply grant funding in a way that augments and reinforces existing regional economic growth efforts (including efforts supported by other funding sources), but from the specific standpoint of workforce development.
- Involve key local and regional business and political leaders in the design, planning, and implementation of grant-funded projects to ensure strong industry and community engagement and long-term sustainability.

B. Basic applicant qualifications

1. Definition of region

Because regional competitiveness in a global economy requires a critical mass of people, resources, and opportunities, the GROW Region by Region grant program is intentionally targeted at larger labor markets whose geography transcends the state’s standard political or programmatic boundaries. Accordingly, for the purposes of the GROW Region by Region program, a region is defined as a geographic area that:

- Contains a population of at least 500,000 Wisconsin residents, **and**
- Includes at least four whole, contiguous Wisconsin counties, **and**
- Encompasses one or more whole Workforce Development Areas (WDAs).

Applications from regions that depart slightly from these three criteria will be considered, provided that:

- The alternative region definition reflects a clear and compelling rationale that is consistent with the stated objectives of the GROW Region by Region program and explicitly described and defended in the “Program Narrative” portion of the application, **and**
- In the case of an alternatively defined region representing *portions* of one or more WDAs:
 - The proposal has been endorsed by the Workforce Development Board (WDB) of each affected WDA, **and**
 - The WDB endorsement documents consultation with and agreement of the excluded counties, including sign-off by the chief locally-elected officials of those counties.

2. Partnership composition

Partnerships seeking GROW Region by Region grant funding must be either existing organizations or newly created regional partnerships representing the interests of business, labor, post-secondary education, economic development, and workforce development. Business representation should include a mix of both small and large enterprises in both foundational and emerging industries, and reflect the GROW Region by Region program emphasis on high-wage industries with significant regional growth potential.

Such partnerships *must* include representatives of:

- The regional business community
- Key regional labor organizations
- Workforce Development Boards
- Economic Development Corporations and Chambers of Commerce
- Technical College Districts
- University of Wisconsin two and/or four-year campuses

Such partnerships are *strongly encouraged* to include:

- Key local elected officials
- CESA Offices and/or K-12 School Districts
- Independent colleges and private post-secondary educational institutions
- Regional Planning Commissions
- Other civic-leadership and community-based organizations

3. Leadership teams and GROW Region by Region grantee institute

Each applicant must establish a leadership team to coordinate the preparation and submission of the application, serve as the contact between DWD and the partnership, and assume responsibility for managing the work funded by the GROW Region by Region grant.

A one-day program institute will be convened immediately following the announcement of grant awards. Leadership teams of recipient partnerships will be required to attend. The program institute will provide additional information about GROW Region by Region program purposes and objectives, resources to inform project design and planning, guidance on project implementation, and technical assistance on reporting and other program compliance issues.

4. Grant administration

Because the federal Workforce Investment Act (WIA) funds GROW Region by Region grants, and WIA funds are administered locally by Workforce Development Boards (WDBs), local WDBs will be the presumptive fiscal agents for GROW Region by Region grantees unless the relevant WDBs opt not to serve in that capacity. Applicant partnerships that encompass more than one WDB must determine which WDB will be the fiscal agent for the grant. In the event a WDB is not designated as the fiscal agent, another partner with experience in administering federal grants through a state agency/institution must be named the fiscal agent.

Designation as a fiscal agent does not preclude WDBs from sharing leadership with other partners or assigning leadership to another organization. Whatever structure is established,

the regional partnership should include strong leadership roles for private sector business representatives.

C. Grantee activity requirements

All applicants for GROW Region by Region grant funding must commit to having a specific partnership structure in place at the beginning of the grant period. In the case of applications for the formation of new partnerships, this commitment may take the form of a provisional or preliminary partnership (consisting of, at minimum, a WDB and at least two of the other required partners listed under “B.2” above) combined with a detailed plan and timeline for completion of the full partnership structure.

Recipients of GROW Region by Region grant funding will be required to develop the following three sets of core project elements according to the following timeline:

1. Partnership creation and development (to be completed by the end of the 1st quarter)

All GROW Region by Region grant recipients will be required to complete the following partnership development activities within the first quarter of the grant period:

- Grantees funded to build **new** partnerships will be required to convert their temporary partnership arrangements into a permanent partnership structure meeting the representation requirements described under heading “B.2” above.
- Grantees funded to develop **existing** regional partnerships that already meet the guidelines described under heading “B.2” above will be required to complete any planned expansions of their partnerships or changes to their partnership structure.

2. Partnership strategic planning (to be completed within the first six months)

All GROW Region by Region grant recipients will be required to complete the following *strategic planning* activities within the first six months of the grant period:

- Identification of key economic and demographic trends for the region
- Identification of foundational industries and growth/emerging industries in the region
- Definition of short-term and long-term economic growth objectives for the region
- Preliminary identification of skill and job training needs and gaps affecting both foundational and growth industries and regional economic growth objectives
- Specification of new, expanded, or enhanced regional collaborative activities needed to meet the identified regional needs and growth objectives
- Specification of changes in the internal practices of and external collaborative relationships necessary to support new collaborative activities.

3. Partnership capacity-building and program implementation (to begin within the first six months)

All GROW Region by Region grantees will be required to begin implementing partnership capacity-building efforts and collaborative program activities, based on their strategic planning, within the first six months of the grant period, according to timelines set forth in their applications. Generally speaking, existing partnerships will be expected to implement more activities, and do so sooner, than new partnerships.

Examples of capacity-building and program activities eligible for GROW Region by Region grant funding include, but are not limited to:

- Conducting detailed and in-depth regional job skills and related training needs surveys, analysis and assessments
- Developing timely industry-specific human resource strategies, particularly in high-wage growth industries experiencing shortages of skilled workers
- Establishing (or advancing the efforts of) regional industry-specific councils
- Establishing (or advancing the efforts of) entrepreneurial activities
- Establishing (or advancing the efforts of) young professionals networks
- Developing or enhancing efforts to integrate industry-specific workforce development strategies and business services into job centers.

Particular preference will be given to proposals offering well-developed plans for activities in the following areas:

- Developing or enhancing efforts to build career ladder strategies to move low-income, low-skilled workers into higher-wage, higher-skilled jobs
- Developing or enhancing efforts to help immigrant and refugee workers move into the workplace and businesses to employ immigrant and refugee workers.
- Developing timely and flexible response strategies and plans to address immediate skills and training needs for the regions high-value employers.

D. Administrative requirements

1. Grant period

This grant will extend from the time the grant is signed by DWD/DWS through August 31, 2006. Grants for up to an additional twelve months may be awarded, pending funding availability, the submission and approval of a renewal application, and demonstration of first-year accomplishments and appropriate use of grant funds.

Note: Application guidelines for second-year grants will be available at least two months prior to the end of the first-year grant period.

2. Match requirement

In order to maximize the number of regional partnerships that can be funded and ensure significant local commitment to those partnerships, at least 15% of the budgeted costs of an applicant project must be covered by regional matching funds. This regional match may be in the form of cash, in-kind services, or a combination of both, and may draw on either public or

private funding sources, including individual businesses, business organizations, foundations, government (federal, state or local) programs (as permitted by laws and regulations governing those programs), or other resources.

A cash match is not required of grants in the first year. However, in the event second-year grants are funded, any partnership projects that receive such second year grants will be expected to cover a greater share of project costs through a regional match, a portion of which will be required to be a cash match. *Specific match requirements for second year grants will be included in the renewal application guidelines.*

3. Sustainability requirement

Because state WIA funds to support this effort are limited and will not be available indefinitely, it is crucial that partnerships receiving GROW Region by Region grants identify from the outset what, how, and when resources will be secured to continue the partnership and its activities beyond the grant period. Project applications must provide detailed information about what resources will be sought from what entities and the basis on which the applicant believes these resources will be available. Applications must also detail the steps the partnership will take to secure these resources, and the timeline for securing those resources. Applications will be evaluated in part on the quality of their sustainability plans.

4. Ongoing monitoring, reporting and evaluation

GROW Region by Region program grantees will be expected to identify success measures and submit quarterly reports and an end-of-year report on the progress and accomplishments that results from this grant program. Success measures should include quantifiable process measures (the growth of partnership activities and commitments) as well as outcome measures (such as the amount of non-grant funding secured to support partnership activities, changes in regional targeting of resources to previously unmet needs, or increases in hires to meet job seeker and employer needs). Regional partnerships are encouraged to develop measures that would be meaningful in the region as a demonstration of success.

Quarterly reports on project activities will be due on the 15th of the month following the end of each quarter (December 15, 2005; March 15, 2006, and June 15, 2006). The final report will be due 30 days following the end of the grant period. Specific reporting requirements will be discussed during the Leadership Team Institute described in subsection “B.3” above.

GROW Region by Region grantees will also be expected to establish plans and systems for making adjustments to activities and expenditure rates as needed to improve project outcomes and achieve project objectives.

All quarterly reports by program grantees will be forwarded to the Executive Committee of the CWI as well as to the CWI’s Workforce Strategies Committee. The Workforce Strategies Committee will incorporate information generated by grant-funded projects into its ongoing efforts to identify strategies and models for linking economic and workforce development.

Presentations to the CWI Executive Committee and/or the Strategies Committee will be requested periodically to ensure that the program goals are being achieved.

5. Allowable and unallowable costs

Use of GROW Region by Region grant funds for partnership project costs must comply with all applicable state and federal laws, regulations, and policies governing use of WIA funds. Costs that may be funded with GROW Region by Region grant funds include, but are not limited to:

- Staff salaries and fringe benefits
- Travel (e.g., staff, trainers, consultants, etc.)
- Facilities (e.g., rent, meeting space, conference sites, etc.)
- Supplies and materials related specifically to project activities
- Consultants and trainers (e.g., for strategic planning, skill needs studies, etc.)
- Communications, publications, and public relations
- Other project related costs if detailed and justified in the grant application and allowable under WIA.

The following costs will not be funded with GROW Region by Region grants:

- Provision of direct training or other program services to individuals
- Capital improvements
- Other purposes not generally approvable under WIA.

6. Timely expenditure of funds

GROW Region by Region applicants should note that WIA requires states to expend 70% of state WIA funds each year. Because of this requirement, DWD/DWS, in consultation with the CWI, reserves the right to renegotiate budgets and reallocate funds from approved projects if cumulative grant expenditures fall below 70% of planned grant expenditures by the end of the third quarter of the grant period.

E. Proposal Submission, Review, and Approval Process

1. Submission due date and process

Applicants must submit an electronic copy of their project application no later than 3:00 p.m. on Friday, July 29, 2005. Applicants must also submit one hard copy (with original signatures) either postmarked by July 29 or hand-delivered by the 3:00 deadline. Both electronic and hard copies should be submitted to:

Fred Bartol
Department of Workforce Development
Division of Workforce Solutions
Office of Economic Initiatives
201 E. Washington Ave., Room A200
P.O. Box 7972
Madison, WI 53707-7972
Phone: (608) 266-1349
Fax: (608) 267-2829
Email: fred.bartol@dwd.state.wi.us

Applicants must complete the forms and respond to the application questions as specified in Section II: Application and Related Forms (below). This includes the following sections in the order in which they should be submitted:

- Cover Page (form provided)
- Project Executive Summary (form provided)
- Regional Partners Signature page (form provided)
- Project Narrative (not to exceed 15 single-spaced pages, with a font-size of no less than 10 points)
- Budget, Budget Backup, and Budget Expenditure Plans (forms provided)
- Applicant attachments (e.g., letters of support), as appropriate

2. Application review process

Regional partnership proposals will be reviewed through a three-step process:

- **Basic compliance review** (early August 2005)

DWD/DWS Office of Economic Initiatives and Bureau of Division-wide Services Finance and Budget staff will review GROW Region by Region grant applications for compliance with basic application requirements, including completeness of submitted application materials, inclusion of required partners, response to specified grant priorities, and compliance with WIA administrative and program requirements.

DWD/DWS reserves the right either to summarily deny grant applications that do not meet basic application requirements, or to require that incomplete applications be completed within a specified time before undergoing further review.

- **CWI Executive Committee review and comment** (early-mid August 2005)

The CWI Executive Committee will review application executive summaries and comment on them. Executive Committee comments will be shared with the internal and interagency review team (see next).

- **Internal and interagency content/quality review** (mid-late August 2005)

This review will be conducted by a review team made up of a subgroup of the CWI State Interagency Review Team (or their designees) as well as DWD staff from the Office of Economic Advisors, the Office of Economic Initiatives, the Bureau of Workforce Programs, and the Bureau of Job Service. This review will focus on narrative components of the application.

Final recommendations will be submitted to the DWD Secretary and CWI Chair, who will make final funding decisions no later than September 1, 2005.

3. Review criteria

Applications will be reviewed for completeness, clarity of presentation, project consistency with GROW Region by Region grant program priorities and guidelines, and coherence and comprehensiveness of project approach. Appendix A: Review Criteria (below) specifies the review criteria that will be used to evaluate proposals and make funding recommendations, including the system by which points will be awarded to various application components and for particular criteria. Applicants are strongly advised to pay careful attention to both Appendix A and subsections A through C (above) of the current section for guidance in preparing project narratives.

Part II -- Application and Forms

This provides detailed instructions and forms for completing the GROW Region by Region grant application. All sections of this application must be completed and submitted in the order listed.

A. Grant Application Cover Page (Form A)

Provide the information requested on the Grant Application Cover Page. This includes designating the type of partnership application (new, expanding, existing), information on the grant fiscal agent and grant operational contact, and name/title, organization and signature of the applicant.

B. Executive Summary (Form B)

C. Partnership Signature Page and Partial WDA Justification (Form C)

All applicants: Complete Form C, providing the information and original signatures requested.

Regions comprised of *partial* Workforce Development Areas: Please attach the following additional information to form C:

1. Indicate what partial WDA(s) and what specific portions of thereof will be included in the regional partnership.
2. Describe the rationale for incorporating the portion(s) of the WDA(s) that are included in the project's regional partnership, focusing on those reasons related to regional economic growth and workforce development issues and trends.
3. Describe the process for consulting with the relevant WDBs and with the elected official(s) of the counties excluded from the partnership region and provide:
 - i. documentation (such as meeting minutes, memoranda, or letters) of the consultative process and endorsement of the relevant WDBs.
 - ii. letters from the local elected official(s) of all excluded counties of each partial WDA, indicating the concurrence of those officials with the exclusion of their county from the proposed regional partnership.

D. Project Narrative

The narrative section should be no more than 15 pages. Number each page of the application narrative and respond to all questions (1 through 6). Number each response to correspond to the number of each question.

1. Regional Profile

Identify the counties that comprise the partnership region and briefly explain why the partnership considers these counties a viable economic growth region. Include discussion of objective characteristics that relate to the regional economic and workforce development aspects that define the region, such as key industries, occupations, employer skill needs, workforce demographics, workforce skill needs, etc.

2. Partnership Creation and Development

a. Current Status of Regional Partnerships

- i. If this is an existing partnership or expansion of an existing partnership, briefly describe when the partnership was formed, the key goals and objectives of its existing strategic plan, and its key accomplishments to date.
- ii. If this is a new partnership, briefly describe previous major cooperative efforts and results among partners required in this grant program that provide the basis for successful partnership formation for purposes of this grant.

b. Regional Partnership Membership

- i. Describe how the current or planned business representation reflects the current and emerging regional economy and priorities of this grant (e.g., large/small enterprises, foundational/emerging industries, high wage/high growth industries).
- ii. If this is a new partnership or an expansion of an existing partnership and all required representatives are not yet on board at the time of this application, indicate what additional partners will be recruited, how they will be recruited, and when the full membership will be in place. The timetable should reflect the requirements noted in the Program Guidelines (I.C.1).

c. Partnership Leadership and Structure

- i. Identify who will provide the driving leadership of the partnership, who will participate in the Leadership Institute, who is responsible for the overall coordination and completion of project goals/activities, and the roles and responsibilities of all of the partner organizations, including responsibility for convening meetings, providing staffing support, communicating with others in the region, and other activities necessary to maintain partnership relations and accomplish partnership goals/objectives. (Applicants are encouraged to put this information in chart form.)
- ii. Describe the current organizational structure and how it will change as a result of this project.

3. Project Goals, Objectives, and Activities

Describe the broad goals, measurable objectives, key activities and related action steps and timetable that will be supported with this grant program. Goals, objectives, and related activities should respond to each of the three priorities of this grant program.(e.g., regional partnership development, strategic planning, and program capacity building) in a manner that clearly relates to the “expected project characteristics” outlined on pp. 4 and 5 of these Guidelines. Objectives should be measurable and relate to both outcomes and processes. (See Program Guidelines I.A.)

- a. **Regional partnership development.** Goals, objectives, and activities should address the key activities and adhere to the timetable detailed in the Program Guidelines (Section I.C.1). This includes incorporating recruitment goals, objectives, and related activities/timetables described in 2.a.ii and 2.b.ii of the proposal above.
- b. **Strategic planning.** Goals, objectives, and activities should address key planning activities and adhere to the timetable detailed in the Program Guidelines (Section I.C.2). Existing regional partnerships with current regional economic/workforce development plans

should focus on updating goals, objectives, and activities related to expanding and/or strengthening linkages between regional economic and workforce development, and ensuring that emerging regional training needs are met.

- c. **Partnership capacity building/targeted program activities.** Describe activities to be supported with this grant that will improve the region's ability to effectively implement regional workforce investment and economic growth strategies and plans, or represent concrete steps in implementing those strategies and plans. Identify key action steps with timetables indicating how and when these steps will be implemented. Note: Bonus points will be provided to proposals that include a focus on 1) career ladders, 2) immigrant and refugee workers, or 3) timely and flexible response to skills/training needs. (See Program Guidelines, Section 3.)

4. Matching Funds

Describe the type (in-kind services, cash), source (federal, state, private, etc.), total match amount, and percentage of total grant dollars of match funds that will support this grant. Indicate what partners or other entities will be providing the match. Include match by line item on the proposal budget page (Form D). (See Program Guidelines, Section D.2.)

5. Sustainability

Describe the partnership plans for sustaining the regional partnership beyond the grant period. Include details on what resources will be sought/secured and from what entities, what specific action steps will be taken to secure the resources and what entity is responsible, and when the resources are expected to be available. Also describe what, if any, efforts have occurred to set the foundation for securing sustaining funds for this project and/or what successes partners have experienced in other efforts to sustain regional workforce/economic growth efforts. (See Program Guidelines, Section D.3.)

6. Evaluation

Describe what measures the project will use to measure progress and success in meeting project objectives. This description should specify quantifiable indicators, related both to processes and outcomes, for each of the three expected project elements (partnerships, planning, and capacity building/program activities). Also describe how the measures will be tracked to enable regular review and reporting, including how the activities of multiple partners and fund expenditures will be tracked and what entity is responsible for tracking and reporting. Finally, indicate what systems will be in place to make adjustments in activities and expenditure rates when needed to improve project outcomes and achieve project objectives. (See Program Guidelines, Section D.4.)

E. Budget, Budget Backup, and Budget Expenditure Plan (Form D, D-1, and D-2)

1. Complete the Budget Form D, providing budget information for each line item, for each column (e.g., grant dollars requested, match, total project funds.) (See Program Guidelines, Section D.5.)
2. Complete Budget Form D-1, Budget Back-up Page, that provides detail for each budget line. Refer to each line on the Budget page for guidance on what to include in the Budget Back-up.

- a. If the budget includes "Other" costs not specifically authorized in the grant, such as equipment or curriculum development, provide a detailed justification for including these costs in this grant proposal as an attachment to the budget back-up page.
3. Complete Form D-2, Quarterly Expenditure Plan, detailing projected expenditures by quarter and cumulatively over the life of the grant.

WIA requires that the state expends 70% of state funds each year. Because of this requirement, DWD/DWS reserves the right to renegotiate budgets and to reallocate funds from approved projects if cumulative grant expenditures fall below 70 % of planned grant expenditures by the end of the third quarter of the grant period.

F. Submission

An electronic copy of project applications is due no later than 3:00 p.m. on Friday, July 29, 2005. Applicants must also submit one hard copy (with original signatures) either postmarked by July 29 or hand-delivered by the 3:00 deadline. Both electronic and hard copies should be submitted to:

Fred Bartol
Department of Workforce Development
Division of Workforce Solutions
Office of Economic Initiatives
201 E. Washington Ave., Room A200
P.O. Box 7972
Madison, WI 53707-7972

Phone: (608) 266-1349
Fax: (608) 267-2829
Email: fred.bartol@dwd.state.wi.us

FORM A -- COVER PAGE

Growing Regional Opportunities in Wisconsin (GROW) "Region by Region"

Grant Application

Complete all information requested

Partnership Name: _____	Total Funds Requested: _____
Partnership Type (check one): <input type="checkbox"/> New <input type="checkbox"/> Existing/Expansion <input type="checkbox"/> Existing/No Expansion	
Participating WDAs (number and name): _____	
Includes a partial Workforce Development Area (check one): <input type="checkbox"/> Yes <input type="checkbox"/> No	

Applicant Organization Information (Provide information requested for the applicant organization.)

Organization Name _____

Grant Contact _____ Title _____

Phone Number/Extension _____ Fax Number _____ Email _____

Number and Street _____

City _____ WI _____ Zip Code _____

Fiscal Agent Information (If the fiscal agent is different from above, complete all information requested below. If the fiscal agent is the same as the applicant, provide only the name and contact information requested for the fiscal contact.)

Organization Name _____

Fiscal Contact _____ Title _____

Phone Number/Extension _____ Fax Number _____ Email _____

Number and Street _____

City _____ WI _____ Zip Code _____

Authorized Signatures (Signatures of individuals authorized by the applicant organization and fiscal agent organization, if different from the application organization.)

Applicant Organization Signature _____

Print Name _____ Print Title _____

Fiscal Agent Organization Signature _____

Print Name _____ Print Title _____

FORM B -- EXECUTIVE SUMMARY

Growing Regional Opportunities in Wisconsin (GROW) "Region by Region"
Grant Application

Complete all information requested; should not exceed 2 pages

Applicant Information

Applicant Name

Total Dollars Requested

Name of regional partnership/project title

Project Description *(Provide a brief description of the regional partnership, including key partners, key goals and objectives, and key activities of the project.)*

Expected Results *(Indicate key outcomes that are expected at the conclusion of the grant)*

FORM D -- GRANT BUDGET PAGE AND BUDGET BACK-UP

Growing Regional Opportunities in Wisconsin (GROW) "Region by Region"
Grant Application

Provide a detailed program budget in the categories listed below. Include grant requested funds, match (amount, type, source) and total budget by line item. Complete and attach the **detailed budget backup page** (Form D-1) that details what is included in each budget line as indicated under each budget line item. If equipment, development of curricula or other unique project funds are requested, provide a detailed explanation and justification on the budget back-up page.

Budget Category	Grant Funds requested	Project Match			Total Project Funds
		Amount	Type	Source	
Staff Salaries <i>(Budget back-up: provide title, salary and number of hours for each staff position to be funded by this grant)</i>					
Staff Fringe Benefits <i>(Budget back-up: provide type and cost of FB for each position funded with grant dollars)</i>					
Consultants, Trainers <i>(Budget back-up: indicate what consultant services or training services are being contracted for, who is providing the services, costs of individual contracts)</i>					
Other Contractors <i>(Budget back-up: include list of other contractors, services provided, and costs of services)</i>					
Travel (Mileage, Lodging, etc.) <i>(Budget back-up: describe by group, e.g., staff, partnership members, consultants, etc., and by type of travel expense, e.g., mileage, lodging, etc.)</i>					
Supplies, Materials <i>(Budget back-up: provide types of materials included and estimated cost for each.)</i>					
Facilities (Rent, Conference Space, etc.) <i>(Budget back-up: describe type of facilities and related costs, including unit costs as appropriate)</i>					
Communications (Phones, Publications, Printing, Other) <i>(Budget back-up: detail type of communications and related costs, including unit costs as appropriate)</i>					
Other <i>(Budget back-up: describe by item and cost and provide justification.)</i>					
Total					

FORM D-1
BUDGET BACK-UP PAGE
(To be completed by applicant)

FORM D-2 -- QUARTERLY EXPENDITURE PLAN

Growing Regional Opportunities in Wisconsin (GROW) "Region by Region" GRANT APPLICATION

Complete the table below, describing the planned levels of total expenditures for each quarter and cumulatively through the period of the grant. Planned quarterly expenditure levels should reflect the level and type of activity expected to occur within the quarter. DWD/DWS will track actual expenditure levels against planned expenditure levels and reserves the right to reallocate funds from the grant if accumulated expenditures at the beginning of the final quarter fall below 70% of plan.

1 st Quarter Expenditures (09/05-11/05)		2nd Quarter Planned Expenditures (12/05 thru 02/06)		Cumulative 1 st and 2 nd Quarter Planned Expenditures (09/05 thru 02/06)		3 rd Quarter Planned Expenditures (03/06 thru 05/06)		Cumulative 1 st , 2 nd and 3 rd Quarter Planned Expenditures (09/05 thru 05/06)		4 th Quarter Planned Expenditures (06/06 thru 8/06)		Total Planned Expenditures	
\$\$	%	\$\$	%	\$\$	%	\$\$	%	\$\$	%	\$\$	%	\$\$	%

Appendix A

Review Criteria for *Growing Regional Opportunities in Wisconsin (GROW)*

“Region by Region” Grant Application

The following review criteria will be used for reviewing and scoring grant applications.

COMPLIANCE REVIEW CRITERIA

1. Are there any required application components missing?
2. Does the application include required partners? (*Business community, labor organizations, workforce development boards, economic development corporation & chambers of commerce, technical college district, UW two and/or four year campus*)
3. Does the application meet the definition of "region" for purposes of this grant, or document compelling rationale for variation? (*500,000 population, four whole contiguous counties, whole WDB or document local elected official agreement for less than whole WDB.*)
4. Does the application address all three program priorities? (*Partnership development, planning, capacity building*)
5. Does the application and budget propose non-allowable activities?

NARRATIVE REVIEW CRITERIA

Regional Profile (5 points possible)

1. The region's most important geographic, industry and occupational, and workforce characteristics are identified, described, and linked to regional economic growth.
2. The skill levels of the workforce are identified and their relationship to the skill needs of employers and regional economic growth are demonstrated.
3. For regions including a portion of a WDA, the applicant provides a clear rationale for including some parts and excluding other parts of the WDA and demonstrates a genuine consultation process with the elected officials of the excluded areas.

Regional Partnership (25 points possible)

1. The partnership efforts of the current regional partnership or if a new regional partnership, previous partnership efforts demonstrate collaborative relationships, ability to achieve results, and potential for success in regional partnership grant efforts.
2. The current or planned membership of the regional partnership includes strong business representation that reflects the region's key current and emerging regional industries, including high wage/high skill industries, as described in D.1.
3. The applicant has a clear plan, including strategies, action steps, and timetable for recruiting new members to the regional partnership within the timeframe required for the grant program.
4. The leadership structure of the partnership is clearly described, all key activities for leading and maintaining the partnership are addressed, and the roles and responsibilities of the partners for accomplishing these key responsibilities are clearly delineated.
5. If a new or expanding partnership, the core of the new or expanding partnership structure and plans for developing a final organizational structure are in place. The organizational structures are consistent with leadership roles described.

Project Goals, Objectives, Activities (35 regular points and 10 bonus points possible)

1. Partnership development goals, objectives and related activities/action steps evident; are clear and concise; and demonstrate consistency with or relationship to described recruitment efforts and existing or planned leadership and organization structure.
2. Regional strategic planning goals, objectives, and activities/action steps are evident; are clear and concise; and **incorporate the key planning steps** and planning focus described in grant guidelines (I.C.2). Partner collaboration/involvement, including business involvement, is evident.
 - a. Regional planning goals, objectives, and action steps demonstrate a **strong linkage** between workforce and economic growth and provide the **basis for identifying key regional workforce and employer skill needs** to advance regional economic growth.
 - b. Regional planning goals, objectives, and action steps demonstrate the **ability of the regional partnership to make changes** needed in internal practices and collaborative relationships to support the regional plan and meet the needs identified in the plan.
3. Partnership capacity building goals, objectives, and activities/action steps are evident; are clear and concise; and will **advance/support the goals and objectives** of the regional partnership and/or development of the regional partnership strategic plan.
 - a. Partnership capacity building activities **address workforce needs** identified in the regional profile that link to regional economic growth.
 - b. **Bonus Points:** Capacity building goals/objectives and activities/action steps focus on developing or enhancing efforts to **build career ladder opportunities** for low-income, low-skilled workers into higher wage jobs; enhancing efforts to **help immigrant and refugee workers** move into the workplace and businesses to employ these workers; or develop timely and flexible responses to regional skill and training needs.
4. Collectively, the description of goals, objectives, and activities/action steps for partnership development, regional planning, and plan implementation clearly form a project with the “expected project characteristics” outlined in the grant guidelines (I.A.2).
5. The activities/action steps for partnership development, regional planning, and plan implementation activities/action steps occur within the timelines required by the grant.

Matching Funds (5 points possible)

1. Match funds to support the project are evident and in the required amount (15%), and a detailed description of the match funds is included (e.g., amount, type, source and partners/entities that will provide it).

Sustainability (15 points possible)

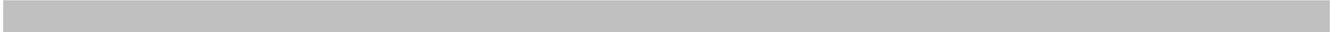
1. A plan to sustain the project is evident and fully describes what resources will be sought/secured, from what entities, and when resources will be available.
2. Steps/actions that will occur to obtain the future match is detailed, are reasonable next steps from earlier foundation steps, and offer a reasonable expectation of success.

Evaluation (10 points possible)

1. Success measures are evident, measurable, and represent clear relationships to and reasonable indicators of success in achieving the proposal objectives.
2. A system for tracking and reporting progress in achieving project objectives is clearly described; the system enables tracking of activities that involve multiple regional partners and includes identification of the entity/partner responsible for tracking and reporting.
3. A system for making mid-grant adjustments to improve progress and results is evident and includes clear benchmarks and steps to trigger and implement adjustments.

BUDGET REVIEW CRITERIA

Budget (5 points possible)

1. The budget is complete, cost items appear reasonable and consistent with grant objectives and activities, and all cost items included in the budget are allowable.
 2. The budget detail is thorough and fully explains the line item costs incorporated into the budget.
 3. If other costs not specifically indicated as allowable under the grant are included in the budget, thorough justification is provided and the justification supports the budget item requested.
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Appendix B: Selected Information Resources

National organizations for regionalism and sector-based partnerships

- Alliance for Regional Stewardship
<http://www.regionalstewardship.org/about.html>
- The National Network of Sector Partners
<http://www.nedlc.org/nnspl/>
- The Alliance of Sector Councils (Canada)
<http://www.councils.org>

Individual state regional/sector initiatives

- California Center for Regional Leadership
<http://www.calregions.org/>
- Massachusetts Benchmark Regions
<http://www.massbenchmarks.org/regions/regions.htm>
- Michigan Regional Skills Alliances
<http://www.michigan.gov/ras>
- Virginia' Regional Competitiveness Program
<http://www.dhcd.virginia.gov/CD/RCP/>
- Washington State Skills Panels
<http://www.wtb.wa.gov/skillpanels.html>

Wisconsin and federal resources

- WI Department of Commerce Division of Community Development
<http://commerce.wi.gov/cd/>
- WI Department of Commerce Industry Clusters program
<http://commerce.wi.gov/BD/BD-IndustrialClusters-Home.html>
- WI Department of Commerce Technology Zone program
<http://commerce.wi.gov/CD/CD-bed-tz-map.html>
- U.S. Department of Labor Business Relations Group
<http://www.doleta.gov/BRG/>

Selected Publications

- Wisconsin Economic Summit White paper: “A Regional Economic Growth Strategy - Does it Make Sense for Wisconsin?”
<http://www.wisconsin.edu/summit/papers/RegionalEconomicGrowthStrategies.pdf>
- National Governors Association Issue Brief: “Using Regional Skill Partnerships to Address Skill Shortages and Promote Job Retention and Career Advancement for Low-Income Workers.”
<http://www.nga.org/cda/files/081301LOWINCOME.pdf>
<http://www.nga.org/cda/files/081301LOWINCOMEAPPENDIX.pdf>
- Wisconsin Department of Workforce Development/Center on Wisconsin Strategies report: “High Performance Partnerships: Winning Solutions for Employers & Workers”
<http://www.cows.org/pdf/workdev/highperform/rp-highperform.pdf>
- U.S. Department of Labor/Workforce Learning Strategies paper: “Conducting a Community Audit: Assessing the Workforce Development Needs and Resources of Your Community.”
<http://www.doleta.gov/usworkforce/communityaudits/docs/audit-new.pdf>

State labor market information and economic data

- DWD Office of Economic Advisors
<http://dwd.wisconsin.gov/oea/>
- Wisconsin’s WORKNet
<http://worknet.wisconsin.gov/worknet/>
- Wisconsin Department of Commerce Business Statistics and Data
<http://commerce.wi.gov/BD/BD-COM-3999.html>
- DWD Wisconsin Works and Related Data
<http://www.dwd.state.wi.us/dws/rsdata/w2data.htm>