**STATE OF MAINE**

**Department of Economic and Community Development**

**RFA# 202407131**

**Actions to Improve Employer Attraction and Retention of Diverse Talent**

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| **RFA Coordinator** | *All communication regarding the RFA must be made through the RFA Coordinator identified below*.**Name:** Phoenix McLaughlin **Title:** Director of Strategy Implementation**Contact Information:** phoenix.mclaughlin@maine.gov  |
| **Informational Session** | *An informational session regarding this RFA will be held on:***Date:** August 14, 2024 **Time:** 10:00am – 11:00am**Location:** <https://mainestate.zoom.us/j/82249574383> |
| **Submitted Questions Due** | *All questions must be received by the RFA Coordinator identified above by:***Date:** August 19, 2024, no later than 11:59 p.m., local time |
| **ApplicationSubmission Deadline** | *Applications must be received by the Division of Procurement Services by:***Submission Deadline:** September 9, 2024, no later than 11:59 p.m., local time.*Applications must be submitted electronically to:* Proposals@maine.gov |

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**RFA TERMS/ACRONYMS with DEFINITIONS**

The following terms and acronyms, as referenced in the RFA, have the meanings indicated below:

|  |  |
| --- | --- |
| **Term/Acronym** | **Definition** |
| **Department** | Department of Economic & Community Development |
| **MOU** | Memorandum of understanding |
| **NICRA** | Negotiated indirect cost rate agreement |
| **RFA** | Request for Application |
| **State** | State of Maine |

**PART I OVERVIEW OF THE GRANT OPPORTUNITY**

## Purpose and Background

The Department of Economic and Community Development (Department) is seeking applications as defined in this Request for Applications (RFA) document for initiatives to broaden the talent pool of key industries by improving equitable workforce participation of racial, ethnic, and linguistic minorities at Maine employers. This document provides instructions for submitting applications, the procedure and criteria by which the awarded Applicant(s) will be selected, and the contractual terms which will govern the relationship between the State of Maine (State) and the awarded Applicant(s).

Maine’s Economic Development Strategy focuses on two areas vital for the growth of prosperity in our state: talent and innovation. Originally published near the end of 2019, the Strategy identified that Maine’s workforce was on a path for significant decline, potentially losing 65,000 workers by 2030 as the number of people retiring exceeded the number entering the labor market. To turn that decline into growth, the Strategy set a goal of attracting 75,000 workers by the end of the decade.

Achieving that goal requires all Maine people to have access to strong career pathways. The Maine Economic Development Strategy 2024 Reset laid out a specific action item to this end: “We need to increase equitable workforce participation and provide upskilling opportunities for existing residents, with a focus on historically marginalized communities.” Such communities are a crucial focus for workforce participation efforts given their persistently higher un- and underemployment rates and lower incomes reflecting barriers to strong employment in Maine. At the same time, many key industries in Maine are struggling with a thinning labor market. Broadening the pipeline of workers into these industries can simultaneously help improve economic prosperity across backgrounds, support business growth, and bolster Maine’s economy overall.

Of particular concern is the ability of Maine’s small towns and rural areas to maintain a stable labor pool for a growing local economy. Since 2000, the labor force has declined in ten of Maine’s sixteen counties and stayed near flat in another three. A large increase in the number of people moving to Maine, including more rural areas, since 2020 has the potential to provide a needed boost to local employers. However, efforts to attract and integrate new pools of workers across different areas of the state will be needed to ensure a successful, sustainable workforce.

This RFA seeks to fund up to twelve (12) projects designed to support the economic recovery of one or more key impacted industries (listed on page 6) by improving access to good jobs and career pathways for racial, ethnic, and linguistic minorities in Maine.

Proposed projects must directly support employment access at one (1) or more specific employers. A wide range of activities will be considered as long as there is a clear relationship to employment access; examples may range from work readiness training to providing transportation (see pages 8-9 for further examples). Applications must be in one of the following categories:

1. Industry Talent Partnerships (up to $250,000 per project): A partnership of organizations to solve shared labor challenges in key industries through improved attraction and retention of diverse talent in a specific region. Partnerships will be ongoing efforts to organize businesses, nonprofits, community groups, and/or local governments towards strategies to bolster workforce attraction and retention and put them into practice.
2. Pilot Talent Projects (up to $165,000 per project): A new project that the employer(s) believes may improve equitable workforce participation and wishes to attempt for the first time. Project approaches that are novel to the industry or to Maine are encouraged.
3. Scaling Talent Projects (up to $275,000 per project): An existing initiative that has already demonstrated positive impact that is ready to scale to reach more employees, employers, industries, or regions. Strong applications for this category will include a clear explanation of the prior measurable impact of the project being scaled.

In addition to their specific funded activities, awardees will participate in a network (coordinated by the Department) to share findings and best practices with each other to help advance diverse talent attraction and retention practices statewide.

The total estimated funds available for this RFA are:

* Industry Talent Partnerships: $500,000 across two awards.
* Pilot Talent Projects: $825,000 across five awards.
* Scaling Talent Projects: $1,375,000 across five awards.

## General Provisions

1. From the time this RFA is issued until award notification is made, all contact with the State regarding this RFA must be made through the RFA Coordinator identified on the cover page of this RFA. No other person/State employee is empowered to make binding statements regarding this RFA. Violation of this provision may lead to disqualification from the application process, at the State’s discretion.
2. Issuance of the RFA does not commit the Department to issue an award or to pay expenses incurred by an Applicant in the preparation of a response to the RFA. This includes attendance at personal interviews or other meetings, where applicable.
3. All applications must adhere to the instructions and format requirements outlined in the RFA and all written supplements and amendments (such as the Summary of Questions and Answers), issued by the Department. Applications are to follow the format and respond to all questions and instructions specified in Part III of the RFA.
4. Applicants will take careful note that in evaluating an application submitted in response to this RFA, the Department will consider materials provided in the application, information obtained through interviews/presentations (if any), and internal Departmental information of previous contract history with the Applicant (if any). The Department also reserves the right to consider other reliable references and publicly available information in evaluating the Applicant’s experience and capabilities.
5. The application must be signed by a person authorized to legally bind the Applicant and must contain a statement that the proposal and the pricing contained therein will remain valid and binding for a period of 180 days from the date and time of the bid opening.
6. The RFA and the awarded Applicant’s proposal, including all appendices or attachments, will be the basis for the final contract, as determined by the Department.
7. Following announcement of an award decision, all submissions in response to this RFA will be public records, available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA) ([1 M.R.S. § 401](http://www.mainelegislature.org/legis/statutes/1/title1sec401.html) et seq.).
8. The Department, at its sole discretion, reserves the right to recognize and waive minor informalities and irregularities found in applications received in response to the RFA.
9. All applicable laws, whether or not herein contained, shall be included by this reference. It shall be the Applicant’s responsibility to determine the applicability and requirements of any such laws and to abide by them.

## Eligibility to Submit Applications

In order to be considered for funding from this application process, Applicants must:

1. Be a Maine-based business, non-profit organization (501c3 or 501c6), school district or other educational institution, community organization, or local, tribal, or county government. Partnerships between organizations must identify one entity as the lead applicant and include a signed memorandum of understanding (MOU) from each partner identifying their role in the project.
	1. Industry Talent Partnerships must include a minimum of three (3) employers and include at least one organization with a strong history of working with the demographic(s) the application seeks to support.
	2. Applicants for Pilot and Scaling Talent Projects are encouraged to incorporate partners as well, although it is not required for consideration.
2. Focus it’s efforts on one or more of the following impacted industries:
	1. Agriculture, Forestry, and Fisheries
	2. Clean Energy
	3. Education
	4. Healthcare and Social Assistance
	5. Information (including software and data services, publishing, broadcast, and telecommunications)
	6. Infrastructure (construction, building trades, broadband, logistics)
	7. Leisure and Hospitality
	8. Manufacturing
	9. Retail
3. Propose activities that will improve equitable access to workforce participation for racial, ethnic, and/or linguistic minorities in Maine.
4. Agree to ensure compliance with [American Rescue Plan Final Treasury Guidance](https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds/reporting-and-compliance).

Applicants may not submit more than one application for which they are the lead applicant. An applicant for a Pilot Talent Project or Scaling Talent Project may also be included as a member of an Industry Talent Partnership, but there must be no duplication of funded activities or budget requests between the two applications.

## Awards

The Department anticipates making up to twelve (12) awards through this RFA process. The Department reserves the right to eliminate the lowest scoring application(s), approve or deny any funding requests, and/or make awards at amounts less than requested in the best interest of the State.

The maximum awarded funds for a single Industry Talent Partnership will be $250,000. Preference for at least one award will be given to a partnership based in and focused on one or more counties that experienced labor force decline since 2000:

* Androscoggin
* Aroostook
* Franklin
* Hancock
* Knox
* Lincoln
* Oxford
* Penobscot
* Piscataquis
* Somerset
* Washington

The maximum awarded funds for a single Pilot Talent Project will be $165,000.

The maximum awarded funds for a single Scaling Talent Project will be $275,000.

1. **Appeal of Contract Awards**

Any person aggrieved by the award decision that results from this Request for Applications may appeal the decision to the Director of the Bureau of General Services in the manner prescribed in 5 MRSA § 1825-E and 18-554 Code of Maine Rules, Chapter 120 (found here: [Chapter 120](https://www.maine.gov/dafs/bbm/procurementservices/policies-procedures/chapter-120)).  The appeal must be in writing and filed with the Director of the Bureau of General Services, 9 State House Station, Augusta, Maine, 04333-0009 within 15 calendar days of receipt of notification of contract award.

**PART II ACTIVITIES AND REQUIREMENTS**

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1. **Project Team Qualifications and Experience**

Successful Applicants will have project teams (including any partners or subcontractors) with expertise and trusted connections with the industries and demographics the application seeks to support. Project teams are also expected to have experience carrying out prior work related to the proposed activities. The capabilities and experience of the Applicant and any partners must align with the proposed approach to the challenge(s) the application seeks to address.

1. **Required and Allowable Activities**

All proposed projects must focus on activities that will have a measurable, positive impact on the recovery of one or more of the key industries listed on page 7 of this RFA and equitable access to good jobs[[1]](#footnote-2) and career pathways for racial, ethnic, and linguistic minorities in Maine. Applicants are encouraged to provide evidence supporting the potential impacts of the proposed activities, such as industry or academic research, example programs from other companies or regions, or past experience. Applicants must identify which racial, ethnic, and/or linguistic minority or minorities they expect to gain improved equitable access to workforce participation.

The Department seeks to support a growing foundation of programs to improve equitable workforce participation in Maine in the long term. Therefore, Applicants should include information on the potential scalability and sustainability of their projects after the grant period ends, if awarded. In addition, all awardees will participate in a network (coordinated by the Department) to share findings and best practices with each other to help advance diverse talent attraction and retention practices statewide.

Activities for the three (3) application categories will be as follows:

* 1. Industry Talent Partnerships

Partnerships must develop a repertoire of ideas and resources to improve the attraction and retention of diverse talent for key industries in their region.[[2]](#footnote-3) Partnerships must identify a specific shared challenge facing their region that is related to this issue and requires increased collaboration to solve—a problem that does not have ready-made, technical solutions available but requires a new network to learn, plan, and test programs together to find the best way forward. Partnerships will organize businesses, employers, workers, labor organizations, and/or industry associations into a collaborative structure that supports the sharing of diverse workforce development solutions for their industry cluster.

Activities may include a combination of joint learning, planning, and pilot project funding. Examples of the types of activities that may be funded through this RFA could include, but are not limited to:

* Hosting strategic planning sessions to set specific employment and economic advancement goals and actions to address the identified challenge.
* Attending a conference hosted by a community of practice related to the identified challenge.
* Establishing joint hiring processes across regional employers.
* Pooling recruitment resources focused on building a diverse talent pipeline in a specific sector.
* Jointly designing and piloting trainings to address critical skills for the industry.
* Joint trainings for employers to improve cultural competency as hirers and managers.

While proposals are expected to include a variety of partnership development activities, they must also include plans for implementing projects with measurable impacts on employment in key industries by the end of the grant period. Each member of the partnership is expected to make specific supporting commitments, such as staff time, faculty or subject matter experts, facilities, data analysis, on-the-job training, supplies, etc.

An *example* Industry Talent Partnership could include the following: Food manufacturing businesses in County X are having a difficult time recruiting enough employees to replace retiring staff. At the same time, County X is home to a number of recent immigrants who are underemployed. A regional workforce nonprofit forms a partnership with these employers along with local education institutions and the town managers where the businesses are located. They investigate best practices for recruiting and integrating English language learners into the workplace. After an initial three-month planning phase, they create a common job application across the employers, translate initial orientation materials into key languages, establish joint job-specific language classes, and host team building activities for new and existing workers. *(This example is purely for illustrative purposes and is not an outline applicants need to follow.)*

* 1. Pilot Talent Projects

Activities in this category will include new approaches to improving diverse talent attraction and retention at one or more employers in a key industry. Applicants must propose a discrete project that is new to the employer; the employer itself may be the entity carrying out the activity, or the activity may be performed by a third-party organization in partnership with the employer. Applicants must provide evidence supporting the expected impact of the project, including evidence of the success of the type of program when implemented by others, or if it is an entirely new approach, a reasonable explanation of why it is expected to succeed. Applicants are encouraged to propose approaches that are new to Maine or to a particular key industry.

Examples of the types of activities that may be funded under this category could include, but are not limited to:

* Recruiting efforts focused on underrepresented groups at the employer.
* Training for prospective employees for whom English is a second language.
* Additional training, retraining, or upskilling for prospective employees with certifications from another state or country that are not recognized in Maine.
* Creating bridge training programs for employees in entry-level jobs to enter higher-level, better-paid positions.
* Refining HR policies and activities to improve inclusiveness in the workplace.
* Training front-line supervisors and hiring managers on best practices related to recruitment, retention and development of diverse employees.
* Providing group transportation to job sites for employees without their own transportation.
* Work readiness training for new or prospective employees, including how insurance works, good banking practices, workers’ rights, etc.

An e*xample* Pilot Talent Project could include the following: A mid-size clean energy installation business needs to increase its staff by 20% following a new investment. The business already offers job training and good compensation, but posting the job openings online has not generated enough applications. The business’s HR manager hires a special recruiter to focus on outreach and talent development among a wider range of prospective workers. The recruiter works with nearby schools, community groups, and employment services to attract new applicants and offers work readiness trainings for those interested in applying who haven’t held a regular job before. *(This example is purely for illustrative purposes and is not an outline applicants need to follow.)*

* 1. Scaling Talent Projects

Activities in this category will include scaling existing approaches to improving diverse talent attraction and retention at one or more employers in a key industry. Applicants must propose a discrete project that expands a successful approach an employer is using, broadening the impact to reach more employees, regions, employers, or industries. Activities must be tied to one or more employers in a key industry; the employer itself may be the entity carrying out the activity, or the activity may be performed by a third-party organization in partnership with the employer. Applicants must provide evidence supporting the expected impact of the project, including evidence of the success of the program it seeks to scale.

Examples of the types of activities that may be funded under this category are the same as listed above under Pilot Talent Projects. The distinction is that Pilot Talent Project funding will be for activities new to a particular employer(s) while Scaling Talent Project funding will be for expanding existing activity at an employer(s).

An *example* Scaling Talent Project could include the following: An Information Technology business has had success recruiting and holding on to a more diverse set of workers after implementing a van pickup system for any employee who needs it at their location in City A. This approach has had clear metrics of success, and they wish to expand it to their smaller locations in Towns A, B, and C. To help make it worthwhile, the business arranges for joint transportation with other businesses in neighboring buildings in those locations. *(This example is purely for illustrative purposes and is not an outline applicants need to follow.)*

1. **Project Timeline**

Applications must include a project timeline. Activities must be completed no later than September 30, 2026.

Industry Talent Partnerships are expected to last 18-24 months. Pilot Talent Projects are expected to take 6-18 months to complete. Scaling Talent Projects are expected to take 6-24 months to complete.

1. **Metrics and Project Evaluation**

Applicants must collect, track, and share progress metrics related to measurable outcomes—including individual outcomes and demographic information (if the project seeks to serve individuals) appropriate within confidentiality standards. Projects should include measurable goals and a period at the end of the project to evaluate:

* 1. Whether the project goals were met.
	2. Whether the project was successful overall.
	3. If and how the project should be continued or expanded.

Selected metrics should include indicators of meaningful outcomes for both employers and employees. For example, the number of new hires for employers, start and end wage for employee participants, etc. Applicants must also establish a baseline for their selected metrics to make tracking progress clear.

1. **Matching Support**

Applications should include a description of other resources the applicant will pair with any grant funds received from this RFA to carry out the project. This may include staff time, equipment, or other in-kind support. Specific matching funds are not required but should be noted in the application if used for the project.

1. **Indirect Costs**

Applicants are allowed to charge indirect costs for implementing an award. An applicant seeking to include indirect costs in their budget must use the amount from their negotiated indirect cost rate agreement (NICRA), or 10% if they do not have a NICRA. Indirect costs count towards the maximum amounts per award listed on page 6 and must be reflected in the submitted budget. Applicants with a NICRA must submit a copy of the NICRA if claiming indirect costs.

1. **Reporting Requirements**

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| **Table 1 – Required Reports** |
| **Name of Report** | **Description**  | **Period Captured by Report** | **Due Date** |
| **a.** | Quarterly Narrative Report | Data on progress towards goals and narrative on impact, reach, operations, success, and barriers. | Each quarter | Ten (10) days after each quarter |
| **b.** | Quarterly Financial Report | Includes information on expenditures, as detailed in the grant application. | Each quarter | Ten (10) days after each quarter |
| **c.** | Contract Closeout Report | Includes information on performance metrics met and total expenditures.  | Entire contract period | Sixty (60) days following the close of the contract period. |

**PART III KEY PROCESS EVENTS**

## Submission of Questions

* 1. **General Instructions:** It is the responsibility of all Applicants and other interested parties to examine the entire RFA and to seek clarification, in writing, if they do not understand any information or instructions.
		1. Applicants and other interested parties should use **Appendix A** (Submitted Questions Form) for submission of questions. The form is to be submitted as a WORD document.
		2. Questions must be submitted, by e-mail, and received by the RFA Coordinator identified on the cover page of the RFA as soon as possible but no later than the date and time specified on the RFA cover page.
		3. Submitted Questions must include the RFA Number and Title in the subject line of the e-mail. The Department assumes no liability for assuring accurate/complete/on time e-mail transmission and receipt.
	2. **Question & Answer Summary:** Responses to all questions will be compiled in writing and posted on the State’s Division of Procurement Services [Grant RFPs and RFAs](https://www.maine.gov/dafs/bbm/procurementservices/vendors/grants) website. It is the responsibility of all interested parties to go to this website to obtain a copy of the Question & Answer Summary. Only those answers issued in writing on this website will be considered binding.

## Amendments

All amendments released in regard to this RFA will be posted on the Division of Procurement Services [Grant RFPs and RFAs](https://www.maine.gov/dafs/bbm/procurementservices/vendors/grants) website. It is the responsibility of all interested parties to go to this website to obtain amendments. Only those amendments posted on this website are considered binding.

## Application Submission

* 1. **Applications Due:** Applications must be received no later than 11:59 p.m. local time on the date listed on the cover page of the RFA.
		1. Any e-mails containing original application submissions or any additional or revised application files, received after the 11:59 p.m. deadline, will be rejected without exception.
1. **Delivery Instructions:** Applications must be submitted electronically to the State of Maine Division of Procurement Services at proposals@maine.gov.
	1. Only applications received by e-mail will be considered. The Department assumes no liability for assuring accurate/complete e-mail transmission and receipt.

Application submission e-mails that are successfully received by the proposals@maine.gov inbox will receive an automatic reply stating as such.

* 1. E-mails containing links to file sharing sites or online file repositories will not be accepted as submissions. Only e-mail application submissions that have the requested files attached will be accepted.
	2. Encrypted e-mails received which require opening attachments and logging into a proprietary system will not be accepted as submissions. It is the Applicant’s responsibility to check with its organization’s information technology team to ensure that security settings will not encrypt its application submission.
	3. File size limits are 25MB per e-mail. Applicants may submit files across multiple e-mails, as necessary, due to file size concerns. All e-mails and files must be received by the due date and time as described above.
	4. Applicants are to insert the following into the subject line of their e-mail submission: “**RFA# 202407131 Application Submission – [Applicant’s Name]**”.
1. **Submission Contents**
2. Application submissions must include the Applicant’s completed **Application Form** (found in Part V of the RFA, page 16) and all required information and attachments as stated in the form. The Application Form must be submitted as a single, typed, PDF file.
3. Application submissions must also include **copies of the resumes or CVs of the project team members**.
4. Application submissions may **optionally** include a:
	* + 1. Budget detail spreadsheet, as described in Section IV of the application form.
			2. List of participating organizations, if not fully covered in Application form.
			3. Negotiated Indirect Cost Rate Agreement (if applicable to your organization).
5. Applicants are not to provide additional attachments beyond those specified in the RFA or Application Form for the purpose of extending their response. Materials not requested will not be considered part of the application and will not be evaluated.

**PART IV APPLICATION EVALUATION AND SELECTION**

1. **Evaluation Process – General Information**
	1. An evaluation team, composed of qualified reviewers, will judge the merits of the proposals received in accordance with the criteria defined in the RFA.
	2. Officials responsible for making decisions on the award selection will ensure that the selection process accords equal opportunity and appropriate consideration to all who are capable of meeting the specifications. The goals of the evaluation process are to ensure fairness and objectivity in review of the applications and to ensure that all contracts are awarded to the Applicants that provide the best value to the State of Maine.
	3. The Department reserves the right to communicate and/or schedule interviews/presentations with Applicants, if needed, to obtain clarification of information contained in the applications received. The Department may revise the scores assigned in the initial evaluation to reflect those communications and/or interviews/presentations. Changes to applications, including updating or adding information, will not be permitted during any interview/presentation process and, therefore, Applicants must submit proposals that present their rates and other requested information as clearly and completely as possible.
	4. Failure to respond to all questions and instructions throughout the RFA may result in the application being disqualified as non-responsive or receiving a reduced score. The Department, and its evaluation team, has sole discretion to determine whether a variance from the RFA specifications will result either in disqualification or reduction in scoring of a proposal.
2. **Scoring Process:** The evaluation team will use a consensus approach to evaluate and score all sections listed below. Members of the review team will not score those sections individually but, instead, will arrive at a consensus as to assignment of points for each of those sections.
3. **Scoring Weights:** The score will be based on a 100-point scale and will measure the degree to which each application meets the following criteria.

|  |  |
| --- | --- |
| **Scoring Criteria** | **Points Available** |
| Eligibility | Pass/Fail |
| Section II: Project Team Qualifications and Experience | 20 |
| Section III: Program Design |  |
| Program Design  | 30 |
| Potential for Measurable Impact | 20 |
| Project Sustainability | 5 |
| Section IV: Budget (Maximizing Impact of Funds Used) | 25 |
| **Total Points**  | **100 points** |

1. **Selection and Award**
	1. After scoring, the Grant Review Team will consider geographic spread and populations served among submitted applications to prioritize which applicants will receive an award. For example, if three separate organizations submit applications focused on the same demographic or industry in the same city, the department may choose to only make an award to the strongest of the three proposals in order to ensure funds are available to support projects in other communities and/or other geographic regions in the State. Otherwise, all awards will be made to the applications receiving the highest point totals.
	2. Notification of conditional award selection or non-selection will be made in writing by the Department.
	3. Issuance of this RFA in no way constitutes a commitment by the State to award a contract, to pay costs incurred in the preparation of a response to the RFA, or to pay costs incurred in procuring or contracting for services, supplies, physical space, personnel, or any other costs incurred by the Applicant.
	4. The Department reserves the right to reject any and all applications or to make multiple awards.
2. **Contract Administration and Conditions**
	1. The awarded Applicants will be required to execute a State of Maine Service Contract with the appropriate riders as determined by the issuing Department.
	2. Allocation of funds is final upon successful negotiation and execution of the contract, subject to the review and approval of the State Procurement Review Committee. Contracts are not considered fully executed and valid until approved by the State Procurement Review Committee and funds are encumbered. No contract will be approved based on an RFP which has an effective date less than fourteen (14) calendar days after award notification to Applicants. (Referenced in the regulations of the Department of Administrative and Financial Services, [Chapter 110, § 3(B)(i)](https://www.maine.gov/dafs/bbm/procurementservices/policies-procedures/chapter-110)). This provision means that a contract cannot be effective until at least 14 calendar days after award notification.
	3. Following the award, a Contract Administrator from the Department will be appointed to assist with the development and administration of the contract and to act as administrator during the entire contract period. Department staff will be available after the award to consult with the awarded Applicants in the finalization of the contract.
	4. In providing services and performing under the contract, the awarded Applicant must act as an independent contractor and not as an agent of the State of Maine.

**PART V APPLICATION FORM**

## Applicants must use the Application Form embedded below to submit their application in response to this RFA.

## The Application Form may be obtained in a Word (.docx) format by double clicking on the document icon below.



**APPENDIX A SUBMITTED QUESTIONS FORM**

This form should be used by Applicants when submitting written questions to the RFA Coordinator.

If a question is not related to any section of the RFA, enter “N/A” under the RFA Section & Page Number. Add additional rows as necessary. Submit this document in WORD format, not PDF.

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| **Organization Name:** |  |

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| **RFA Section & Page Number** | **Question** |
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1. U.S. Department of Labor and Department of Commerce “Good Jobs Principles” can be referenced here: https://www.dol.gov/general/good-jobs/principles. [↑](#footnote-ref-2)
2. A partnership’s defined region may include multiple towns or counties. Applications with a statewide focus will also be considered. [↑](#footnote-ref-3)