

Transforming the _____
Early Childhood Workforce
_____ *in Colorado*

Request for Proposals
Early Childhood Workforce Innovation Grants

Initiative Funders

Buell Foundation
Gary Community Investments

Lead Agency

Early Milestones Colorado
www.coloradoecworkforce.org

Fiscal Sponsor

Rose Community Foundation

Submit proposals to

info@coloradoecworkforce.org

Application Deadline

Wednesday, February 24, 2021

Frequently Asked Questions

Visit the [FAQ](#) for more information.

Submit Questions to

Kacee Miller, Project Director
Early Milestones Colorado
kmiller@earlymilestones.org

Informational Webinar

Early Milestones Colorado will host an optional webinar on
January 14, from 10:00 to 11:30 a.m.
[Registration](#) is required.

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INTRODUCTION

The *Transforming the Early Childhood Workforce in Colorado Initiative* (Initiative) announces a Request for Proposals (RFP) for 2021 funding of the Early Childhood (EC) Workforce Innovation Grants. Local and state-level partnerships with innovative ideas for systemic improvement in recruitment, retention, and compensation of an effective, qualified EC workforce are encouraged to apply.

The COVID-19 pandemic has underscored the value of Colorado's EC workforce and their dedication and commitment to providing high quality education for our youngest learners. The pandemic has illustrated the depth of commitment and passion of the EC workforce, and the time is now to bring forth innovative ideas that advance the workforce and lead to sustainable change. We recognize that the pandemic has altered the EC sector drastically, and we encourage partnerships to consider the needs of the workforce within this new landscape. Please visit Early Milestones Colorado's [data dashboard](#) to learn more about COVID-19's impact on the EC workforce in your region.

The EC Workforce Innovation Grants are designed to quickly capitalize on grantee learnings, so that promising approaches have the best chance to spread and provide the impetus for sustainable and systemic change. We are looking for committed partners with a strong vision, a serious commitment to drive change, and a flexible mindset to adapt to the challenges of implementing truly innovative work. This highly competitive grant has an emphasis on data-informed, sustainable, systems-improvement efforts that address early care and education workforce challenges. These grants are part of a larger initiative to advance the workforce throughout Colorado; as such, ongoing learning from grantees is critical and is being used to inform broader statewide change. Initiative partners will continue to expand the boundaries of what is possible on the ground, through a commitment to translate and champion learnings and progress into opportunities for larger change that will benefit Colorado's EC workforce. To learn more about the Initiative or to access additional resources, please visit our [website](#).

INITIATIVE PARTNERS

The Initiative is an innovative public-private partnership including multiple partners.

Early Milestones Colorado (Milestones) is the lead agency for the Initiative and the primary point of contact for this funding opportunity. Milestones oversees project management, an online learning community, evaluation, and communications. Importantly, Milestones will support grantees to advance the workforce through technical and other assistance on project implementation, including the collection and use of data for needed adjustments and improvements throughout the grant cycle. More generally, Milestones will champion the work and engage in learning with grantees and Initiative partners.

Initiative Partners comprise an advisory team of Initiative funders and partners from the public and private sectors, who oversee grant selection, implementation, and use data and information from grantees to address barriers and opportunities at the state and local level to promote best practices and needed systemic improvements to advance the EC workforce in Colorado.

Rose Community Foundation is the fiscal sponsor for the EC Workforce Innovation Grants and, as such, works collaboratively with Milestones to administer the grants and manage grant-related fiscal matters.

Mathematica Policy Research (Mathematica) serves as the evaluator and technical assistance provider, implementing their LI² framework (Learn, Innovate, Improve) to support grantees with rapid cycle evaluation. Mathematica provides a collaborative, flexible approach that follows a clearly defined analytic process to support quick, data-informed development of innovations.

HOW TO APPLY

Step One: Intention to Apply

You must submit an intention to apply for your proposal to be considered. Please identify the anticipated lead agency, partners, and project title in an email noting your intention by 5:00 p.m. MST on February 2, 2021, to info@coloradoecworkforce.org. We recognize changes may occur prior to proposal submission.

Step Two: Informational Webinar

Milestones will host one informational webinar on *January 14, 2020, from 10:00 to 11:30 a.m. MST*. [Registration](#) for the webinar is required to participate.

Step Three: Submission

Proposals, including all Application Components, must be submitted to Milestones via email at info@coloradoecworkforce.org by 5:00 p.m. MST on February 24, 2021. Include in the subject line: Proposal: Partner/Project Name. If attachments cannot be included in one email, indicate the number of emails you are sending, and the attachments in each and reflect this in the subject line (i.e., Proposal: Partner/Project Name_1of 3). If you have questions about proposal submission, email Katie Danna-Poston at kposton@earlymilestones.org or 843.833.9368.

Labeling Documents

Please label documents as follows:

- *A. Lead Agency Name_Grant Narrative*
- *B. Lead Agency Name_Project Strategy and Outcomes Worksheet*
- *C. Lead Agency Name_Budget Template*
- *D. Lead Agency Name_Financial Documents*
- *E. Lead Agency Name_Letters of Support*

Completing Your Application

Submissions in Microsoft Word or Excel formats are preferred. The grant narrative should be no more than eight (8) pages, single-sided only, in 11-point Times New Roman font and formatted to fit on 8.5" by 11" paper with 1" margins. Applicants bear the sole responsibility for ensuring submitted proposals, including all attachments, are complete, accurate, and received on time. Incomplete proposals will not be reviewed. A document checklist has been provided.

Step Four: After Submitting Your Application

Once you have submitted your grant application, you will receive an email confirmation that your application has been received. *Grant decisions will be made in late April 2021*. If additional

information is needed, a phone interview may be requested. Please provide the best contact information for timely scheduling.

GRANT AWARDS AND TIMELINE

Partnerships may apply for up to \$200,000 for one year of funding. We encourage proposals for grants of all sizes to meet individual project needs, with a plan to expend funds during the grant term. Grants will be awarded for one year, from June 1, 2021 through May 31, 2022.

DATE(S)	ACTIVITY
1/14/2021	Webinar (optional): 10:00 to 11:30 a.m.; Registration is required.
2/2/2021	Required Intention to Apply due by 5:00 p.m. via email to: info@coloradoecworkforce.org
2/24/2021	Proposals due by 5:00 p.m. via email to: info@coloradoecworkforce.org
3/30/2021 to 4/3/2021	Phone interviews may be conducted (estimated dates)
4/20/2021 to 4/22/2021	Grants awarded (estimated dates)
6/1/2021 to 5/31/2022	Grant period

ELIGIBILITY AND PARTNERSHIPS

Eligible Applicants

Eligible applicants for this grant opportunity may include but are not limited to:

- EC and/or workforce development 501(c)3 organizations/nonprofits
- State Agencies, including departments of labor, education, human services, etc.
- School districts, colleges and universities, local government, including departments of health and/or human services, education, community development, town councils, etc.

Ineligible Entities

For-profit businesses are not eligible to apply as the primary applicant; however, they may partner with one of the entities listed above.

Partnerships

We are looking for active and engaged partnerships that are the best fit to address the identified local or state EC workforce challenge. Though a single entity will be the primary applicant/lead agency for the grant and the recipient of grant funds, additional partners with a shared commitment to change are required. Projects should identify both traditional and nontraditional partners with the varied skills, resources, and experiences needed to ensure successful implementation. Additionally, community level partnerships must identify a “local champion” who will help ensure sustainability and will serve as an ambassador for the project. This individual should be well respected and have strong connections within the community or statewide. It is expected that local champions are willing to advocate for the continuation of the work. State agency partnerships do not require a local champion.

GRANT OVERVIEW AND KEY COMPONENTS

We seek innovative ideas with the potential to drive systemic improvement in recruitment, retention, and compensation of an effective, qualified early childhood workforce. Beyond ideas, we need pioneers willing to test groundbreaking innovations and produce proof points for more effective and efficient systems to support the workforce. We want to learn with you as you test new things, so we can better understand what does and does not work.

We require several proposal components to understand your transformative goal and how you plan to get there. Partners will be expected to identify the specific need to be addressed, the targeted population and community, the goal to transform recruitment, retention, and compensation, and a Theory of Change for how the strategy and activities in the proposal might lead to this ambitious goal. Additionally, proposals should include a rationale for why the project activities will lead to the proposed outcomes, impact their transformative goal, and ultimately impact recruitment, retention, and/or compensation of an effective, qualified workforce.

For this grant opportunity, “early childhood workforce” or “early educators” are defined as those who work with children birth through five in licensed schools, centers, and homes (e.g., teachers, directors, family child care providers). “Community” is defined by the grant applicant and might include partners from a city, county, school district, region, or the state.

Application Categories

To address these goals, the 2021 RFP includes three categories for local or state partnerships primed to either 1) test a new innovation, 2) scale an innovation that has shown promise, or 3) sustain effective innovations by embedding relevant practice and enacting necessary policy change. Regardless of the application category, all efforts are intended to assess and communicate learnings to stakeholders committed to state-level change that improves workforce recruitment, retention, and compensation.

Innovating: State or local partnerships may propose new project ideas to launch innovations by addressing recruitment, retention, and compensation. Partnerships will be selected to pursue innovative ideas, which identify practices that might be successful on a larger scale. Potential local and systems-level innovations are listed on page 8. *Projects with an emphasis on compensation will be prioritized.*

Scaling: State or local partnerships may propose projects that scale or replicate successful approaches to impact a broader population or geographic area. Applicants interested in this category may build on an existing EC Workforce Innovation project or scale a project that shown gains in recruitment, retention, or compensation and is a promising approach for expansion.

Sustaining: State or local partnerships may apply for an innovation grant to deeply embed a strategy that has already gained traction and generated strong support to sustain broader change. State or local partnerships may choose to sustain successful approaches by seeking funding to solidify innovations, which may or may not have received support through previous

Workforce Innovation Grants. Any partnership that has tested an innovative idea and is ready for sustainability is eligible to apply.

Theory of Change

We would like to understand your Theory of Change — how your proposed strategy will impact your long-term, transformative goal. The Theory of Change should include the following: transformative goal, lever(s) for change, project strategy, activities, outputs, and outcomes.



Appendix A contains guidance for completing your Theory of Change and our expectations for what should be included. The [Initiative's Theory of Change](#) for Increasing Recruitment, Retention, and Compensation of an Effective, Qualified Workforce is available here and may be helpful as well. Your Theory of Change should be described in the grant narrative; specific details can be addressed in the required *Project Strategy and Outcomes Worksheet*.

Transformative Goal

Proposals should identify the big picture goal the partners hope to achieve. The goal may not be achieved during the grant term, and other strategies may be required, but we want to see how your strategy will impact your ambitious goal and the Initiative's goal of increasing recruitment, retention, and compensation of an effective, qualified workforce.

Levers for Change

We have outlined four “levers for change” (defined below) for this Initiative: compensation, targeted recruitment, working conditions, and education and career pathways. Successful proposals will identify one or more strategies to systemically address one or more of the levers for change, with a plan for sustainability. Special consideration will be given to projects that address compensation and improve the financial well-being of the workforce by providing sustainable solutions through either traditional pay increases or other compensation (e.g., housing, benefits). Addressing more than one lever does not necessarily make a proposal more competitive. We are looking for ready projects and partners with innovative ideas and the potential for making an impact.

Appendix A refers to *example* activities to better illustrate our definition of each lever; these are only examples, and *other innovative strategies that meet community needs are strongly encouraged*.

Lever 1: Compensation

Improve the financial well-being of the workforce through increased wages, benefits, affordable housing, loan forgiveness, or other factors.

Lever 2: Targeted Recruitment

Build a pipeline of effective, qualified candidates entering the field or into licensed early childhood centers, schools, or homes to meet demand.

Lever 3: Working Environments

Ensure working environments and conditions are conducive to job satisfaction, retention, and instructional effectiveness.

Lever 4: Education and Career Pathways

Create education and career pathways to attract and induct new educators, ensure a competent workforce, and support retention in the field.

Potential Strategies

This grant emphasizes the Initiative's goals toward systems improvement and testing breakthrough solutions. For example, it is not enough to propose using grant funds to provide additional sessions of a current professional development offered in the community. Competitive applications might propose system improvements that support recruitment of teachers, by helping promising candidates earn early childhood teacher qualifications, and gain needed competencies in a new, innovative, or fast-track way. Other innovative ideas that may be promising for implementation include:

- Developing strategies to support a diverse early childhood workforce who can be representative of and responsive to the backgrounds of children in their classrooms by offering innovative approaches to coaching support, training, college coursework and mentorship opportunities in various languages.
- Implementing pay parity with K-12 educators for early childhood educators with comparable credentials.
- Designing strategies which align to Colorado Shines Brighter strategic plan goals to develop and retain the workforce including exploration of compensation strategies and reciprocity of early childhood credentials with other states.
- Exploring alternative models of compensation through non wage-focused strategies (benefits, housing, etc.)
- Identifying an innovative approach to provide staffing to design and implement family child care networks that support family child care providers with pre-licensing assistance, quality improvement, business practices, etc.
- Designing approaches to recruit, retain and compensate the Pre-K workforce to prepare for the statewide launch of universal preschool in 2023. With this vital increase in statewide preschool funding on the horizon due to the passage of Proposition EE, the already pressing need has only escalated for innovations that will lead to a sustained expansion of a supported, diverse and qualified workforce throughout the state.

Project Activities, Outputs, and Outcomes

Proposals should identify the activities, outputs, and outcomes anticipated during the project period and a rationale for why these activities will lead to the proposed outcomes.

Activities are specified work during the grant duration, including actions used to bring about program change, results, or outcomes. A timeline with milestones for activities should be included. Please note, grant funds may be used for activities such as strategy development, education, communications, marketing, and advocacy, but must not be used for direct lobbying¹. Direct compensation of the workforce must not be entirely funded by this grant. Both traditional, e.g. pay increases, bonuses, etc., and other compensation approaches are allowable. For traditional compensation models, a minimum 25% financial match and a feasible plan for sustainability beyond the term of the grant are required. Other compensation approaches may include, but are not limited to staff housing, health care, benefits, transportation, or child care.

¹ "Direct lobbying" is defined as any attempt to influence specific legislation through communications with any member or staff of a legislative body or any government official who may participate in formulating legislation. Direct lobbying also includes attempts to influence the general public concerning a specific view on a ballot initiative, referendum, or similar process.

Outputs are direct products of the project activities. Proposals should describe the project outputs, a proposed timeline for completion, and information about how they will measure whether the outputs were achieved.

Outcomes are the result of the activities or services provided – such as changes in behaviors, knowledge, skills, or conditions. Proposals should identify outcomes at three times: during implementation, at the grant’s conclusion, and in the future. Additionally, proposals should discuss how the project outcomes will be assessed during the project.

Intermediate and long-term outcomes

Proposals should describe intended intermediate and long-term outcomes resulting from the project. Please note, it may not be feasible to attain these outcomes during the grant term; for some projects this will be feasible, and for others it will not. We would like to better understand how you think your proposed strategy will impact your transformative goal and the Initiative’s goal of increasing recruitment, retention, and compensation of an effective, qualified workforce.

Using Data for Decision Making and Rapid, Iterative Improvement

We recognize that implementing innovative projects requires a flexible mindset willing to address the unanticipated. Our expectation is that grantees will try things, likely face barriers, and, as a result, use what they learn to pivot to a new approach. With guidance and support from Mathematica, we expect grantees to engage in rapid iterations to use data and information to test, learn, and pivot. Proposals should demonstrate specific ways of capturing and tracking data throughout implementation and a plan that builds in decision points to allow for rapid iteration. Proposals should designate personnel who can prioritize this iterative process.

GRANT REQUIREMENTS

Projects will be chosen based upon a clearly identified need, a transformative goal and Theory of Change to impact the goal, viability of the project design, approach to systemic improvement, potential for sustainability, strength of the partnership, identification of a committed champion to advocate for the work, readiness to engage in using data in rapid, iterative cycles of learning, and willingness to be part of a learning community. Partnerships should submit original innovations that tackle their unique workforce issues. Proposals that have been previously submitted and were not selected should not be resubmitted verbatim.

APPLICATION COMPONENTS

Section 1: [Lead Agency/Primary Applicant Organizational Information Cover Page](#)

Section 2: [Grant Narrative and Supporting Documentation](#)

The grant narrative should address the following questions and topics. Please submit your narrative (no smaller than 11-point font, not to exceed 6-8 pages) as a Word Document.

1. **Need:** Please state the application category for this proposal (innovating, scaling, or sustaining) and justify the chosen category. Include data or information to support this need. Describe any conditions that contribute to EC workforce challenges.
2. **Target Population:** Define the target population of the EC workforce that will benefit from your efforts, and define the community (city, county, region, the state, etc.) or catchment area for this population. (e.g., This project will benefit ECTs in licensed child care settings in X and Y counties). Please provide any relevant data or information.

- 3. Proposed Approach to Address the Need:** The proposal should include: your transformative goal, the strategy and activities you propose to implement, and the measurable outcomes or outputs you expect to see during or after the grant term. Include information about the following in the grant narrative and via the [Project Strategy and Outcomes Worksheet](#). We recommend using the grant narrative to provide a brief overview of your conceptual approach and providing specific details about benchmarks and dates using the worksheet.
- What is your transformative goal for systems change?
 - What do you hope to test or innovate?
 - What lever or levers for change do you propose to address?
 - What strategy and activities do you propose to undertake and in what timeframe? What project outputs will result from these activities during the grant term? (Consider quantity, quality, and process outputs.)
 - What outcomes will result? Which intermediate and long-term outcomes do you anticipate during the grant term? Which might be impacted after the grant term?
 - Why do you think the proposed strategy and activities will impact your transformative goal? How does this align to the Initiative's goal to increase recruitment, retention, and compensation of an effective, qualified EC workforce?
 - How will you know your project has been successful?
 - What are the implications of COVID-19 on your project?
- 4. Sustainability:** Please describe how you will approach sustainability after the grant term is over. Sustaining efforts include financing and other elements such as leadership, strategic planning, capacity building, communications, public policy, and evaluation.
- 5. Organizational Capacity of Lead Agency:** Briefly describe your organization's role within the community and your ability to assess its needs. Describe your role regarding the EC workforce, including any current or past initiatives. Please list any other relevant EC initiatives currently underway in your community and briefly describe your organization's involvement in these initiatives. Describe who in your organization will be responsible for managing the project and their relevant skills and/or experience related to successful project implementation.
- 6. Partnerships:** Strong partnerships with authentic commitments, a readiness to implement the project, including a flexible mindset to adjust and change based on project data, are key criteria. Consider both traditional and nontraditional partners to broaden the base of support and facilitate more sustainable outcomes. Please describe your partnership and how you plan to work with your partners throughout the project including your proposed strategies for coordination and communication. Will partners have dedicated time to focus on the project? Why are they ready and poised to do this work? Have you worked together before? If so, in what capacity? How is the partnership valuable in systems improvement and sustaining work beyond the grant period? *Letters of Support are required from each partner for this project and do not count toward the page limit requirement. Letters must be for the current grant proposal.*
- 7. Local Champion:** Community partnerships should identify a local champion. Champions should build public will, be influential in bringing about change, and able to garner resources to support the project and its sustainability. This person should serve as an advocate and ambassador for the project. Local champions might include public officials, philanthropic or civic leaders, etc. Generally, the local champion is someone outside the

lead agency. Please identify your local champion and how this person will help the project be successful and sustainable. State agency partnerships do not require a local champion. *A Letter of Support is required from your identified local champion, explaining their role. The letter does not count towards the page limit requirement. Letters of support must be for the current grant proposal. Letters dated from previous years will not be accepted.*

- 8. Readiness and Capacity:** Describe the skills, assets, commitment, readiness, and social capital of your organization, the partnership, and your community to implement this strategy. We are looking for “ready” projects and partnerships, those best equipped and prepared to implement and achieve impact with one year of project funding. What has been done to prepare you to implement the work (i.e., research, established partnerships, prior workforce initiatives, etc.)?
- 9. Technical Assistance and Data-Informed Decision Making:** Throughout the project, Milestones and Mathematica will support your work through technical assistance. Please describe technical assistance that would be beneficial in 1) implementing your proposed strategy and 2) using data and project benchmarks to manage project implementation and engage in rapid, iterative learning for project adjustment. The lead agency and partners will be expected to collect and use data to continuously improve implementation efforts. Describe how your organization has collected and used data to drive decision-making. Describe how your partnership will use data and information to monitor progress and where you anticipate potential adjustments to strengthen your design and implementation. Explain how your staffing and time will be dedicated for these activities.
- 10. Grant Requirements:** Please indicate your commitment and readiness to the following:
 - Collect and share project and workforce data (not personally identifiable) to show grant progress and outcomes;
 - Submit reports on grant progress, outputs, and outcomes quarterly;
 - Participate in technical assistance efforts to evaluate the project and/or Initiative;
 - Participate in a learning community to learn from other projects and to provide information to the Initiative partners about opportunities to inform policy change;
 - Provide reports and updates with Initiative partners as needed.

Section 3: Budget and Financials

Please provide the following information. If lead agency/applicant is a government entity, show income and expenses as related to the department/division most closely related to this project. Please note where information is not available/not applicable and if substitutions were made.

1. Total Amount Requested

Grants of all sizes are encouraged. Grant requests must not exceed \$200,000.

2. Project Budget and Narrative

Provide a detailed budget for all expenses for which funding is requested. Indicate any other sources of funding (revenue or in-kind). The budget narrative section should explain how costs were determined and how the budget aligns with the proposed strategy. The budget and narrative must be submitted on the [provided budget template](#).

Matching funds: A minimum of 25% in matching funds is required only when grant funding is used for direct compensation (bonuses, wages) of early educators, as well as a plan for sustainability. In other cases, matching funds are not required, but they may

increase the potential for award if they demonstrate the probability of sustainability. Matching funds used for direct compensation must be secured at the time of application. Please indicate any additional funds to support the project via the Budget Template.

Funding Limits: There are no percentage or dollar figure limits on activities except for indirect costs (see below); however, all funds requested must include a justification for why they are critical to the project. We do not anticipate funding requests for equipment.

Indirect Costs: Indirect costs are expenses necessary for general operation and are shared across programs, projects, and functions within an organization. Indirect costs may include expenses like utilities, technology support, and accounting services. Indirect costs may be calculated as a percentage of direct costs and should not exceed 10%.

Unallowable Costs: Grant funds may be used for strategy development, education, communications, marketing, and advocacy around issues related to public investment. Funds must not be used for lobbying or for the support of a bill or proposed legislation.

3. Organization's Current Operating Budget

Provide the organization's current operating budget.

4. Audited Financials

Attach the most recent audited financials. If audited financials are not available, please provide a current IRS Form 990. If you are a government agency, you may provide a link to your audit online.

5. Year End and Current Financial Statements

Provide Statement of Activities and Balance Sheets.

Fiscal Agent

For organizations using a Fiscal Agent, provide its recent audited financials, current financial statements and attach your Memorandum of Agreement.

Section 4: Additional Documentation

1. Completed [Project Strategy and Outcomes Worksheet](#)

2. Letters of Support

All letters must be for the proposed project and dated 2021.

- One letter of support from each of the primary project partners; specific information about roles and commitments are encouraged.
- One letter of support from an identified local champion, indicating their support and role in the project. State agency partnerships do not require a local champion.

3. Anti-Discrimination Statement

Provide the anti-discrimination statement and date adopted.

4. Board of Directors

Provide a list of the board of directors including occupations and/or community affiliations. If you do not have a board of directors, please indicate.

5. IRS Determination Letter

Include the organization's IRS determination letter indicating tax-exempt status. If a Fiscal Agent is being used, provide its IRS determination letter.

PROPOSAL DOCUMENTS CHECKLIST

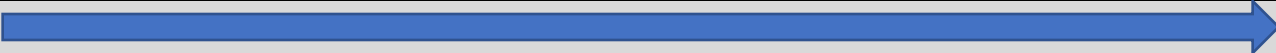
- [Organization Information Page](#)
- Completed Grant Narrative (Include all components as addressed in RFP)
- [Project Strategy and Outcomes Worksheet](#)
- Financial Documents
 - [Project Budget and Narrative](#)
 - Current Operating Budget
 - Audited Financials
 - Year End and Current Financial Statements
 - Current Balance Sheet
 - Current Statement of Activities
 - Fiscal Agent's Financials and MOU (ONLY if using a fiscal agent)
- 2021 Letters of Support
 - Partners
 - Champion
- Anti-Discrimination Statement
- List of Board of Directors
- IRS Determination Letter

APPENDIX A: GUIDANCE FOR COMPLETING YOUR THEORY OF CHANGE

This Appendix contains guidance about required elements in the project proposal, including the project Theory of Change; transformational goal; project strategy, activities, and outcome; and intermediate and long-term outcomes. You will be asked to describe your conceptual approach to these in the grant narrative and provide specific detail using the *Project Strategy and Outcomes Worksheet*.

Project Theory of Change

We would like to understand your Theory of Change - how you see your proposed strategy impacting your transformative goal and ultimately our goal to increase recruitment, retention, and compensation of an effective, qualified workforce. The Theory of Change should include: transformative goal, lever(s) for change, project strategy, activities, outputs, project/grant outcomes, and intermediate and long-term outcomes. The Initiative's *Theory of Change* can be found [here](#).

Need: <i>Brief statement of need you are addressing</i>						
Goal: <i>What is your long-term, transformative goal?</i>			Lever: <i>What lever(s) for change do you propose to address?</i>			
			<input type="checkbox"/> Compensation <input type="checkbox"/> Working Conditions <input type="checkbox"/> Targeted Recruitment <input type="checkbox"/> Career and Education Pathways			
Application category: <i>What category are you proposing for this grant that could lead impact and lead to the achievement of your long-term goal?</i>						
						<input type="checkbox"/> Innovating <input type="checkbox"/> Scaling <input type="checkbox"/> Sustaining
						
Activities	Outputs	Short-term Outcomes	Intermediate Outcomes	Long-Term Outcomes	Transformative Goal	Initiative's Goal
						Increased recruitment, retention, and compensation of an effective, qualified workforce.

Transformative Goal

Proposals should identify the big picture, transformative goal the partners hope to achieve. The goal may not be achieved during the grant term, and other strategies may be required, but we want to see how your strategy will impact your ambitious goal and the Initiative's goal.

Levers for Change

[Example strategies](#) for each lever for change are available for reference. Other innovative strategies to advance the EC workforce strongly encouraged.

Project Strategy, Activities, Outputs, and Outcomes

Proposals should identify the strategy, activities, outputs, and outcomes anticipated during the grant term and a rationale for why these activities will lead to the proposed outcomes and impact your goal. We recognize some of these may need to be adjusted; we will work with you to refine these if needed.

Activities

This section includes specified work during the grant duration, including actions used to bring about program change, results, or outcomes. A timeline with milestones for activities should be included. Please note, may **not** be used for direct lobbying.

Outputs

These are direct products of the project activities. Proposals should describe the project outputs and a proposed timeline for completion. Proposals should include indicators to measure whether the outputs were met. Different types of indicators — process, quantity, and/or quality—may be more appropriate to measure outputs for different projects.

Process indicators measure progress on implementation of project activities. Process indicators may measure whether certain milestones in a project were completed. Examples include the development of a new committee or completion of research on the cost to increase wages.

Quantity indicators measure how much of the activity, output, service, or approach is delivered and may also measure size, frequency, or level of exposure to an intervention. Examples include the number of students enrolled in a concurrent enrollment program or the percentage of those polled supporting public funding for compensation.

Quality indicators describe how good or bad something is. For example, a quality indicator may measure participants' satisfaction with an apprenticeship program or the incorporation of provider input into a compensation initiative.

Project Outcomes

Outcomes are the result of the activities or services provided – such as changes in behaviors, knowledge, skills, or conditions. Proposals should identify outcomes at three times: during implementation, at the grant's conclusion, and in the future. Additionally, proposals should discuss how the project outcomes will be assessed during the project.

Intermediate and Long-term Outcomes

Proposals should identify intermediate and long-term outcomes that may result from the implementation of the project. It may not be feasible to attain these outcomes during the grant term; for some projects this will be possible, and for others it will not. However, we would like to better understand how you think the proposed strategy will impact your transformative goal and the Initiative's goal for increasing recruitment, retention, and compensation of an effective, qualified workforce.