



Office of Drug Control Policy  
Jobs & Hope WV  
CORE

**Announcement of Funding Availability:  
Creating Recovery Employment**



# Proposal Guidance and Instructions

**AFA Title: Creating Recovery Employment  
Targeting Region(s): Statewide (Ryan Brown regions)  
AFA Number: AFA-07-2022**

West Virginia Department of Health and Human Resources'  
Office of Drug Control Policy and Bureau for Behavioral Health

*For Technical Assistance please include the AFA number in the  
subject line and forward all inquiries in writing to:*

[DHHRBBHAnnouncements@wv.gov](mailto:DHHRBBHAnnouncements@wv.gov)

Key Dates:	
Date of Release:	January 21, 2022
Technical Assistance FAQ Deadline:	March 18, 2022
Application Deadline:	March 25, 2022, by 5:00 pm
Funding Announcement(s) To Be Made:	To be determined
Funding Amount Available:	\$50,000 to \$250,000 Maximum total funding \$2M

The following are requirements for the submission of proposals to the BBH:

- A Statement of Assurance agreeing to these terms is required of all proposal submissions available <https://dhhr.wv.gov/BBH/funding/Pages/Applying-for-Funding.aspx>. This statement must be signed by the agency's CEO, CFO, and Project Officer.
- To request Technical Assistance, forward all inquiries via email to [DHHRBBHAnnouncements@wv.gov](mailto:DHHRBBHAnnouncements@wv.gov) and include the AFA Number and "Proposal Technical Assistance" in the subject line. Questions will be answered in writing. Proposal related questions will be received and answered until **March 18, 2022**. Only formatting and submission related questions will be received after this date.

## FUNDING AVAILABILITY

The West Virginia Department of Health and Human Resources' Office of Drug Control Policy (ODCP) and Bureau for Behavioral Health (BBH), in partnership with Jobs & Hope WV and Marshall University's CORE (Creating Opportunities for Recovery Employment) program, announce this funding opportunity to establish recovery owned and/or operated businesses and/or social enterprises. The purpose of this AFA is to create new jobs and development opportunities for individuals in recovery from substance use disorder (SUD) facing barriers to employment. The mission of ODCP and BBH is that all citizens in West Virginia have access to services that are comprehensive, readily accessible, and tailored to meet individual, family, and community needs. This mission extends into the business community to create and foster a recovery friendly workplace in which individuals with SUD can thrive.

As part of the West Virginia 2020-2022 Substance Use Response Plan, recovery employment is prioritized in the Community Engagement and Supports section. The primary goal is to increase employment opportunities for individuals in recovery for SUD through supported employment, apprenticeships, and programs such as Jobs & Hope WV. This AFA seeks to advance two specific strategies related to recovery employment:

1. Encourage development of a cohesive system to address and promote social enterprises; and
2. Develop regional/local recovery-owned and/or operated businesses.

This AFA will provide funding to develop regional/local recovery-owned and/or operated businesses; increase employment opportunities for individuals in recovery from SUD through supported employment, on-the-job training, and apprenticeships; and encourage development and promotion of social enterprises. More specifically, it will provide individuals with SUD a supportive environment to gain work experience and transferable skills, thus leading to lasting career employment in West Virginia. This AFA is specifically targeted to the employment of individuals participating in the Jobs & Hope WV and CORE programs.

**Total Funding Available:** The AFA will support, at most, **up to \$250,000** per business to develop regional/local recovery-owned and/or operated businesses and social enterprises within West Virginia.

**This is one-time funding opportunity to support job creation through existing opportunities.**

Applicants should submit proposals with specified timeframes for project development and implementation that meet the criteria contained in this AFA. If a project is selected for award, the proposed timeframes will be the basis for developing the period of performance for the grant agreement.

## Section One: INTRODUCTION

According to experts in the field one of the sustaining components of successful recovery is gainful employment. In addition to critical support networks, such as family and support groups, gainful employment offers the individual in recovery an opportunity to continue making progress toward the realization of goals, improvement of familial and social relationships, rebuilding financial stability, and restoration of self-confidence, among many other benefits. Giving individuals a sense of purpose and a pathway to give back to their communities is invaluable. Persons in recovery from SUD face many challenges in obtaining and maintaining employment. Those barriers to employment are being addressed by ODCP in partnership with the West Virginia Department of Education (WVDOE) through the Jobs & Hope WV program with the assistance of Marshall University's CORE model.

An array of resources are needed for this though, including increased funding for supportive employment, programs to create and support apprenticeship programs, and social enterprises that engage and employ individuals in recovery.

A **recovery owned, and/or operated business** is defined for purposes of this AFA as any business that is owned or operated (or both) by an individual or individuals who self-identify as having a substance use disorder and who disclose that they are living in recovery.

A **social enterprise** is a common good corporation that has a purpose to use some or all of its profits to benefit people and places for future generations.

These models are designed to provide a supportive environment to ensure that individuals become more productive members of society by obtaining a transferable trade or skill while establishing a consistent work history. Communities and regions across the state have mobilized to combat the substance use disorder crisis and stigma by working to increase availability of, and access to, treatment and recovery support. These essential supports for individuals allow West Virginians in recovery to build employment skills, re-enter the workforce, and assist in successful community reentry.

ODCP and BBH envision healthy communities where integrated resources are accessible enough for everyone to achieve wellness, personal goals, and a self-directed future. Partnerships and collaboration among public and private systems, as well as with individuals, families, agencies and communities, are important components of the systems of care surrounding each person. As individuals reenter the workforce, a multi-systematic approach is essential to ensuring successful reentry. ODCP, BBH, Jobs & Hope WV, and CORE all seek to eliminate barriers to employment. The creation and support of social enterprises and recovery owned, and/or operated businesses will assist Jobs & Hope Transition Agents and CORE Employment Specialists

with linking members of the recovery community to employment opportunities that allow them to be more productive members of the communities in which they live.

## Section Two: **SERVICE DESCRIPTION**

### **Grantee Eligibility**

Applicants may be a private or non-profit business committed to creating jobs and development opportunities for people in recovery from SUD who face barriers to employment. Applicants must provide a proven business model that demonstrates the ability to manage the complexity associated with the employment of the individuals in the recovery from SUD. Applicants for this round of funding must demonstrate experience and the successful launch of a similar business model. This funding must be used to create new entrepreneurial pathways from a new project or to expand existing projects to create more positions. Applications will be reviewed by experts from a Business Review Team, along with staff from ODCP, Jobs & Hope WV, CORE, and BBH. The recovery owned and/or operated business must be committed to prioritizing at least half (50%) of its workforce from Jobs & Hope WV participants. Applicants from each region of the state are encouraged to apply.

### **Target Population**

The populations of focus are private or non-profit businesses committed to creating jobs and development opportunities for people in recovery from SUD facing barriers to employment. Applicants must be open to supporting all pathways to recovery. Successful applicants will be able to demonstrate experience in building and operating a business or social enterprise model that trains and employs people in recovery.

Applicants must have or be willing to establish a working relationship with Jobs & Hope WV Transition Agents and CORE Employment Specialists to ensure a supportive environment for individuals in recovery from SUD. Ongoing collaboration between the grantee, ODCP, BBH, CORE, and Jobs & Hope WV will be necessary to guarantee essential supports for individuals are in place for West Virginians in recovery to successfully build employment skills, re-enter the workforce, and reenter their communities.

### **Service Overview**

Funding is provided via this AFA for:

- Supporting personnel
- Creating apprenticeships/training workshops/certification prep
- Business site acquisition with matching funds

- Capital investment with matching funds
- Purchase of equipment & supplies
- Startup operational costs
- Other specific costs directly related to building, developing, and promoting these businesses.
- Filling in gaps to eliminate any barrier not addressed by Jobs & Hope WV

The Jobs & Hope WV program will offer incentives for applicants. Applicants will have access to:

**1. Transition Agents**

Transition Agents act as resource brokers for participants of the Jobs & Hope WV program. They are experts on their respective regions and can help clients access services to eliminate barriers to education and employment. Transition Agents also act as a liaison between employers and program participants. They can bridge communication gaps and may be better equipped to take on more sensitive issues.

**2. A statewide transportation system**

Jobs & Hope WV has contracted with ModivCare Inc. for a statewide transportation system. This service offers on-demand rides around the clock for participants of Jobs & Hope participants. This allows for individuals to have reliable transportation while going to training and educational opportunities and while employed, until they've secured personal transportation.

**3. Drug Screening**

Drug screening is a service that many employers have implemented to help keep the workplace safe for all employees. For participants of Jobs & Hope this is a requirement of the program and is offered free of charge. This provides an extra layer of accountability without an extra cost for employers.

**4. Childcare**

Childcare can be a significant barrier for parents entering the workforce. Childcare costs are prohibitive and do not allow for people to “work their way up” in a company. There is a helpful service offered by the State called Child Care Resource & Referral (CCR&R) which supplements childcare costs for people who meet certain requirements. Those requirements include 20 hours of a school and/or work activity, appropriate documentation, and income eligibility guidelines. This is a viable option for many people, but others may fall through the cracks. Jobs & Hope is committed to extend the CCR&R program for all eligible participants in the program. This will allow employees to be more consistent and reliable in their employment routine.

**5. Dental and vision services**

Participants of Jobs & Hope WV will now be eligible for dental and vision services through the Pre-Employment program. Each participant qualifies for up to \$3,000 in dental work, their first eye exam and a free first pair of glasses.

**6. Tax Credits**

The U.S. Department of Labor established the Federal Bonding Program (FPB) in 1966 to provide Fidelity Bonds that guarantee honesty for “at-risk,” hard-to-place job seekers. These bonds cover the first six months of employment. There is no cost to the job applicant or the employer. This unique hiring incentive tool targets individuals whose

backgrounds may pose significant barriers to securing or retaining employment including:

- Justice-involved men, women, and youth
- Individuals in recovery from substance abuse
- TANF recipients
- People with poor credit records
- Economically disadvantaged youth and adults with little or no work histories
- Individuals dishonorably discharged from the military

The fidelity bonds issued by the FBP guarantee the job honesty of job seekers to employers who want to hire them. Employers receive the bonds free-of-charge as an incentive to hire these applicants. The FBP was designed to reimburse the employer for any loss due to employee theft of money or property, up to \$5,000, during the first six months of a selected individual's term of employment.

### Expected Results

1. Increase recovery employment overall with at least 50% of positions prioritized for Jobs & Hope WV and CORE participants.
  - a. Expand a current business model that has demonstrated proven success to create more positions for individuals in recovery from SUD.
  - b. Create a new business model that employs individuals in recovery from SUD.
  - c. Does not include support for current positions.
2. Connect with CORE for:
  - a. Support/training on establishing a recovery-supportive environment.
  - b. Assessment of existing operations and use of recovery-supportive approaches to strengthen a workplace.
3. Establish a recovery-friendly business environment in collaboration with CORE:
  - a. **You work with Jobs & Hope Transition Agents to hire people in recovery.** This means your managers work with local Jobs & Hope & CORE representatives for sourcing qualified staff. It could also mean that an applicant considers that many people in long-term recovery have a criminal background due to their substance use disorder. Background checks upon hiring will reflect this, in which case, Jobs & Hope offers many incentives for employers who are willing to offer a second chance, including but not limited to initial and continued drug screening for accountability, paid work experience, tax credits, expungement assistance.
  - b. **Complete the six modules contained in the [Drug Responsible Workplace - Substance Misuse Toolkit | West Virginia Chamber of Commerce \(wvchamber.com\)](#).** This resource is free and available to all employers who are

committed to providing a recovery friendly workplace.

- **Module 1 - The Impact of Opioids, Marijuana and Other Drugs on the Workplace: It's NOT business as usual (WORKING TITLE)**
- **Module 2 - Legally-Sound Drug-Free Workplace Program: What am I allowed (or not allowed) to do?**
- **Module 3 - Crafting a Policy That Is Right for YOUR Business Operations and Culture**
- **Module 4 - The WHY, WHEN & HOWs of Workplace Drug Testing**
- **Module 5 - Responding to an Employee's Harmful Use of Drugs**
- **Module 6 - Expanding Access to a Productive, Employable Workforce by Supporting Employees in Recovery**

- c. You offer flexible scheduling for recovery related activities.** Guided by the American Disabilities Act, you make it possible for your staff to go to medical appointments and community support meetings (i.e., AA, NA) to help support their recovery journey. You may also support staff members who find it necessary to take a leave of absence for treatment, which may include disability leave under the Family Medical Leave Act.
- d. You have a higher minimum wage and/or other policies that support economic freedom.** Especially for larger businesses, you offer higher hourly wages or salaries that help lower stress, provide more dignity, and make it easier to raise a family. Policies that may be easier to implement for medium and even smaller businesses include paid sick leave and advance scheduling (i.e., helping workers to know their schedule 1 month out).
- e. You have a focus on health, wellness, and safety.** Your business prioritizes the health and well-being of its workers. This could come in the form of encouraging breaks (not just smoke breaks), offering fitness and health programs or incentives (i.e., perks for people who bike to work), and creating a workspace that lowers exposure to extreme stress. Especially if you run a business that serves alcohol, this could mean that you work to foster a workplace culture that doesn't endanger / alienate staff who are working hard to stay abstinent and on their path of recovery. For larger workplaces, this could also include having an on-site counselor or other tele-mental health services.
- f. Your leadership team is recovery friendly.** Your supervisors (and maybe this is you) have firsthand experience or have gone through training to support staff in their recovery journey. You work with the WV Office of Drug Control Policy to provide sensitivity and stigma training to your staff, including leadership. You support a culture that rewards and respects recovery. If and when a return to use may occur, you offer second chances and support, not immediate termination.

People are met with compassion and understanding that they are dealing with a disease. Perhaps you also have space for AA/NA meetings for interested staff, before or after their shift.

- g. **Your business works to challenge stigma in the community.** This could mean using window space or a bulletin board to advertise recovery related activities, sponsoring recovery walks, speaking out for evidence-based compassionate solutions, hosting Naloxone trainings onsite, offering space for NA/AA community meetings, and/or distributing materials for people seeking help.
  - h. **You store life-saving Naloxone on site and ensure proper training of staff.** This may mean that you work with Jobs & Hope WV partners to arrange for the training of staff for on the administration of Naloxone.
4. Provide information on available specific skills-based trainings and/or apprenticeships for individuals re-entering the workforce.
  5. Provide employees with stable employment for a minimum of 6 months to establish reliable work history for career employment.
  6. Connect employees with employers who value the skills and/or trade acquired.
  7. Successfully engage individuals in recovery support events, meetings, campaigns and mentoring of others.
  8. Develop an advisory board of experienced and diverse stakeholders who can advocate for and offer guidance on best practices and business development.

To obtain these results, performance measures may include but are not limited to:

1. Monthly count of positions for individuals in recovery.
2. Monthly count of Jobs & Hope WV participants employed.
3. Monthly average of duration of employment for each position.
4. Monthly documentation of Advisory Committee meetings.
5. Documentation of specific skills-based job training and/or apprenticeship opportunities.
6. Documentation of assessment from CORE of existing operations and steps taken to strengthen a recovery-supportive work environment.
7. Documentation of completion of the six modules contained in the Drug Responsible Workplace - Substance Misuse Toolkit.
8. Monthly count of employees linked to Jobs & Hope incentives.
9. Monthly count of employees linked to other employers and/or career employment.
10. Number and type of professional development trainings attended and provided.
11. Number, type (focus groups, surveys, or key-informant interviews), and aggregate results of consumer feedback activities conducted.
12. Average hourly pay or weekly salary.
13. Documentation of reasons any employees have been unsuccessful.
14. Submit all service data reporting by the 25th working day of each month as related to the Expected Results.

## **Program Sustainability**

Funding for this AFA is one-time funding. Each application must explain in detail how the business will be sustained after these funds are expended. More specifically, successful proposals will address how the applicant will sustain its recovery friendly business model and recovery employment supportive of all pathways to recovery, as well as training and apprenticeships for the target populations in the Grantees' identified geographic area after this one-time funding expires.

### **Business Plan**

Each applicant must submit a full business plan including:

- Executive Summary
- Business Description
- Industry Analysis
- Management Plan
- Marketing Plan
- Operation Plan
- Financial Plan

The full scoring rubric that the Business Review Team will use to review business plans is attached in Appendix A.

## Section Three: **PROPOSAL INSTRUCTIONS/REQUIREMENTS**

All proposals for funding will be reviewed by ODCP/BBH staff for minimum submission requirements and must comply with the requirements specified in this AFA to be eligible for evaluation: (1) be received on or before the due date and time; (2) meet the Proposal Format requirements; (3) follow the required Proposal Outline; and (4) be complete. Proposals that fail to follow instructions or satisfy these minimum submission requirements may not be reviewed further.

A review team independent of ODCP/BBH will review the full proposals. Proposals must contain the following components:

- ✓ A completed Proposal for Funding Application, available at <https://dhr.wv.gov/BBH/funding/Pages/Applying-for-Funding.aspx>.
- ✓ A Proposal Narrative consisting of the following sections: Statement of Need, Proposed Implementation Approach, Staff and Organization Experience, Data Collection and Performance Measurement.
- ✓ Together these sections may not exceed **10** total pages. Applicants must use 12-point Arial or Times New Roman font, single line spacing, and one-inch margins. Page numbers must

also be included in the footer.

The following is an outline of the **Proposal Narrative** content:

1. Statement of Need and Population of Focus: Describes the need for the proposed initiative, to include:
  - A description of the target population and relevant data.
  - A documentation of the need for the proposed project, specifically in the identified catchment area. Clearly identify the area that will be served by the project.
  - A description of the strengths and gaps in recovery support services in the geographic area the applicant proposes to serve.
  
2. Proposed Evidence-Based Service/Practice: Delineates the initiative/services being proposed and sets forth the goals and objectives during Year One.
  - Describe the purpose of the proposed project.
  - Clearly state project goals, objectives, and strategies. These goals, objectives, and strategies must relate to the intent of the AFA.
  - Describe the evidence-based practice(s) (EBP) that will be utilized and justify its use with the population of focus.
  - Discuss any screening tools that will be utilized and the basis for their selection.
  
3. Proposed Implementation Approach: Describes how the applicant intends to implement the proposed initiative/service(s) during Year One to include:
  - Describe briefly how all program components will be developed, which Model of Care will be implemented and how the required program components will be coordinated to provide a full continuum of care for students (adult men and women enrolled in higher education).
  - A description of how the applicant will assure that the people served are given connections and access to all three types of FDA-approved medication and the evidence-based treatment counseling support.
  - A description of the applicant's existing relationships with community partners and behavioral health facilities.
  - Provide a chart or graph depicting a realistic timeline for the 12-month project period delineating key activities, milestones, and staff responsible for action. Be sure to demonstrate that the project can be implemented, and service delivery can begin as soon as possible, no later than 3 months post award. (Note: this chart or graph should be included in the narrative section and not as an attachment.) Timeframe should include all facets of program creation including obtaining applicable licensure and approval for Medicaid billing.
  - Describe how achievement of the goals of this project will produce meaningful and relevant results for the target population as well as the community.
  - Describe any additional training to be sought and utilized in the development of the project, identifying key training components and their relevance.
  - Identify any other organizations that will participate in the proposed project. Describe their roles and responsibilities and demonstrate their commitment to the

- project by including letters of support in **Attachment 2**.
- Provide a description of other state and federal resources that will be sought to address the goals and objectives of the proposed implementation approach and how these resources will enhance and not duplicate existing efforts.
  - Provide a description of how the applicant will ensure the ongoing input of the target population in planning, implementing, and assessing the proposed service.
  - Describe the facility(ies) to be utilized. This description may be for an existing facility already owned and operated by the applicant agency, or a facility for which the applicant agency has a detailed business plan for acquisition, leasing, or other manner of habitation.
4. Staff and Organization Experience: This section should describe the applicant's expertise with serving the population(s) of focus and with recovery support services:
- A description of the applicant's and their partners' current involvement with the population(s) of focus.
  - Describe the applicant's existing qualifications to carry out the proposed initiative/service(s).
  - Provide a complete list of staff positions for the project, including the Executive Director/Coordinator, as well as any other key personnel, showing their level of effort and qualifications.
5. Data Collection and Performance Measurement:
- Describe the applicant's plan for data collection, management, analysis, and reporting. Specify and provide a rationale for any additional measures or instruments the applicant plans to implement in this project.
  - Describe the data driven quality improvement process by which population and sub-population disparities in access/use/outcomes will be tracked, assessed, and reduced.
  - Describe how data collected will be used to manage the project and assure that the proposed goals and objectives will be tracked and achieved.
  - Describe how information related to progress and outcomes will be routinely communicated to ODCP, BBH, Jobs & Hope WV, CORE, program staff, governing and advisory bodies, and stakeholders.
6. Sustainability Plan: Describe how the applicant will maintain the proposed program/facility operations beyond the one-time funding provided through this AFA.
7. Business Plan: Describe the applicant's proposed business model based on the elements that will be scored on the rubric in Appendix A.
8. References/Works Cited: All sources referenced or used to develop this proposal must be included on this page. This list does **not** count towards the **10-page** limit.

The attachments **do not** count toward the **10-page** limit.

- ✓ **Attachment 1: Facility/Site Diagrams:** Only if applicable for this project.
- ✓ **Attachment 2: Letters of Support/Memorandums of Understanding:** Must be submitted with the application to demonstrate that a coordinated and integrated service system is in place to meet the complex needs of the target population.
- ✓ **Attachment 3: Targeted Funding Budget(s) and Budget Narrative(s):**
  - Targeted Funding Budget (TFB) form includes sources of other funds where indicated on the TFB form. A separate TFB form is required for any capital or start-up expenses. This form and instructions are located at <https://dhhr.wv.gov/BBH/funding/Pages/Applying-for-Funding.aspx>
  - Budget Narrative for each TFB form, with specific details on how funds are to be expended. The narrative should clearly specify the intent of and justify each line item in the TFB. The narrative should also describe any potential for other funds or in-kind support. The Budget Narrative is a document created by the applicant and not a BBH Fiscal form.
- ✓ **Attachment 4: Business Plan** with all elements as described on the rubric in Appendix A.

## Section Four: **CONSIDERATIONS**

### **LEGAL REQUIREMENTS**

Eligible applicants are public organizations (e.g., units of local government) or private organizations with a valid West Virginia Business License. If the applicant is not already registered as a vendor in the State of West Virginia, registration must either be completed prior to award or the vendor must demonstrate proof of such application.

The Grantee is solely responsible for all work performed under the agreement and shall assume all responsibility for services offered and products to be delivered under the terms of the award. The State shall consider the designated Grantee to be the sole point of contact about all contractual matters. The Grantee may, with the prior written consent of the State, enter written sub agreements for performance of work; however, the Grantee shall be responsible for payment of all sub awards.

All capital expenditures for property and equipment shall be subject to written prior approval of DHHR and must be included as a separate budgetary line item in the proposal. Upon award, regulations regarding the acquisition, disposition and overall accounting for property and equipment will follow those delineated in federal administrative requirements and cost

principles. Additionally, the Grantee may be bound by special terms, conditions or restrictions regarding capital expenditures for property and equipment determined by the Department as to best protect the State's investment.

#### **FUNDING METHODOLOGY**

After receipt of the fully executed Grant Agreement, the Grantee will submit invoices pursuant to the Schedule of Payments. Requests by the Grantee for payment shall be limited to the minimum amount needed and be timed to be in accordance with the actual, immediate cash requirements of the Grantee in carrying out the purpose of the approved program. The timing and amount of the cash payment shall be as close as is administratively feasible to the actual disbursements by the Grantee for direct program costs and the proportionate share of any allowable indirect costs. Reports reconciling payments received and actual expenditures incurred will be submitted in accordance with reporting requirements.

#### **ALLOWABLE COSTS**

Please note that Departmental Policies are predicated on requirements and authoritative guidance related to federal grants management and administrative rules and regulations. Grantees shall be required to adhere to those same requirements when administering other DHHR grants or assistance programs, the source of which is non-federal funds (e.g., state-appropriated general revenue and appropriated or non-appropriated special revenue funds) unless specifically provided direction to the contrary.

#### **COST PRINCIPLES**

Subpart E of 2 CFR 200 establishes principles for determining the allowable costs incurred by non-federal entities under federal awards. The Grantee agrees to comply with the cost principles set forth within 2 CFR 200 Subpart E, regardless of whether the Department is funding this grant award with federal pass-through dollars, state-appropriated dollars or a combination of both.

#### **GRANTEE UNIFORM ADMINISTRATIVE REGULATIONS (COST PRINCIPLES AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS)**

Title 2, Part 200 of the Code of Federal Regulations (2 CFR 200) establishes uniform administrative requirements, cost principles and audit requirements for federal awards to non-federal entities. Subparts B through D of 2 CFR 200 set forth the uniform administrative requirements for grant agreements and for managing federal grant programs. The Grantee agrees to comply with the uniform administrative requirements set forth within 2 CFR 200 Subparts B through D, regardless of whether the Department is funding this grant award with federal pass-through dollars, state-appropriated dollars or a combination of both.

# Appendix A: Business Plan Rubric Template

## BUSINESS PLAN RUBRIC TEMPLATE



PLAN TITLE
REVIEWER NAME

DATE

RUBRIC	SCORE
Expectations exceeded	4
Expectations met	3
Guidelines met	2
Guidelines somewhat met	1
Incomplete; Information not available	0

SCORING SCALE	TOTAL
EXEMPLARY	25 – 28
ACCEPTABLE	21 – 24
NEEDS IMPROVEMENT	16 – 20
INADEQUATE	0 – 15

CRITERIA	4	3	2	1	0
EXECUTIVE SUMMARY					
Provides a concise, thorough overview and effectively outlines main points of the plan.					
BUSINESS DESCRIPTION					
Business idea is clearly conveyed. Detailed reason for launch, description of service / product offered, company's vision, mission, focus, and value proposition.					
INDUSTRY ANALYSIS					
Identifies industry size, segments, maturity, trends, and outlook; details possibilities, threats, and potential barriers to entry. Comprehensive competitive analysis provided. Target market and consumer demographics defined. Competitive and unique advantages provided.					
MANAGEMENT PLAN					
Defined form of business ownership, provided reasoning of chosen form. Provided organizational chart with member's names, roles, and qualifications. Additional stakeholders and solicited professional services defined.					
MARKETING PLAN					
Overall marketing strategy clearly conveyed and budget provided. Pricing, distribution, promotion, advertising, media plan, PR, sales, and sales management plans provided.					
OPERATIONAL PLAN					
Human resources, facilities, and technology infrastructure needs outlined and addressed. Logistic and distribution needs identified. Implementation timetables and progress monitoring processes provided.					
FINANCIAL PLAN					
Comprehensive start-up cost report included. Identified possible sources of initial financing. Provided sales forecasts, income projections, pro-forma financial statements, break-even analysis, and capital budget.					
COLUMN TOTALS					
TOTAL SCORE					