

Request for Proposals
INDUSTRY PARTNERSHIPS

September 5, 2014

Kentucky Education and Workforce Development Cabinet
Department of Workforce Investment

PART 1 – Background

In 2011, the Commonwealth of Kentucky’s key targeted industry sectors were identified through the Kentucky Workforce Investment Board’s (KWIB) Sector Strategies Initiative. This was a data-driven process, with detailed industry analysis and supplemented by stakeholder expertise. Stakeholder representatives included: Local Workforce Investment Boards (LWIBs), Kentucky Community and Technical College System (KCTCS), Cabinet for Economic Development/Office of Commercialization and Innovation, and the Education and Workforce Development Cabinet.

Kentucky’s Sector Strategy approach included, among a host of variables, an analysis of data on historical growth, projections of future industry needs, industry concentration, industry competitiveness, export orientation, job multiplier effects, earnings multiplier effects, industry average wage, and workforce compatibility. A complete report on this initiative is available at www.kysectorstrategies.com. The five Kentucky statewide sectors are:

- 1) Automobile/Aircraft Manufacturing
- 2) Transportation, Distribution and Logistics
- 3) Business Services and Research & Development
- 4) Health Care/Social Assistance
- 5) Energy Creation/Transmission

Additional statewide sectors identified in “Kentucky’s Unbridled Future”, the Strategic Economic Development Plan released in January 2012:

- 1) Advanced Manufacturing
- 2) Sustainable Manufacturing
- 3) Technology –Life Sciences and Data Centers

Kentucky’s ten (10) regional local workforce investment areas have also identified their regional key industry target sectors. [Regional target sectors](#) are aligned with the needs of the various Kentucky regions and set out the various industry and future needs of these regional approaches at growing an economy and building/developing human capital. This [Industry partnership info](#) link provides additional links to a range of resources. The Kentucky Cabinet for Economic Development 2012 Strategic Economic Development Plan, <http://kwib.ky.gov/stateplan2012>, lists the economic development strategic business/industry sectors and the priorities to attract, develop and retain business. As in previous rounds, The Commonwealth will seek to align both the WORKSmart Kentucky and the Kentucky Unbridled Future strategic initiatives in an effort to meet the goals and approaches offered by both planning documents.

As defined by the Workforce Innovation and Opportunity Act of 2014, an industry or sector partnership is a workforce collaborative, convened by or acting in partnership with a State board or local board, that:

- A. Organizes key stakeholders in an industry cluster into a working group that focuses on the shared goals and human resources needs of the industry cluster and that includes, at the appropriate stage of development of the partnership:
 - i. Representatives of multiple businesses or other employers in the industry cluster, including small and medium-sized employers when practicable;
 - ii. One or more representatives of a recognized State labor organization or central labor council, or another labor representative, as appropriate; and
 - iii. One or more representatives of an institution of higher education with, or another provider of, education or training programs that support the industry cluster; and
- B. May include representatives of:
 - i. State of local government;
 - ii. State or local economic development agencies;
 - iii. State boards or local boards, as appropriate;
 - iv. A State workforce agency or other entity providing employment services;
 - v. Other State or local agencies;
 - vi. Business or trade associations;
 - vii. Economic development organizations;
 - viii. Nonprofit organizations, community-based organizations; or intermediaries;
 - ix. Philanthropic organizations;
 - x. Industry associations; and
 - xi. Other organizations, as determined to be necessary by the members comprising the industry or sector partnership.

Industry partnerships that receive funding through this RFP should also:

- Represent a collaborative effort of ten or more employers;
- Bring together management teams, associations, organizations and labor around the common purpose of improving the efficiency of a targeted sector, meeting critical human resource needs, and addressing infrastructure requirements, business services and/or retention/recruitment challenges; and
- Encompass companies or organizations producing similar products or services and sharing similar supply chains.

The purpose of supporting/enhancing current partnerships is to identify common resources for particular sectors of industries that provide good wages and benefits, have the greatest potential for economic growth, and/or which face serious challenges to growth or retention. By bringing together employers, their workers and their respective representatives and community partners, the public sector can better align education and training resources in response to the demands of employers. The planning and development of career pathway structures for each targeted business/industry sector holds promise for the local and regional workforce as educational resources attempt to meet the supply needs of employers.

Industry partnerships are a particular kind of “workforce intermediary”. As such, the local workforce investment boards are a required partner for funding under this announcement.

Many Industry Partnerships may have been in existence for some time or may have been recently established or reorganized. However, they must meet the definition of an Industry Partnership at the time of the proposal submission.

Industry Partnerships are *business-led* “workforce intermediaries” that help connect and meet the needs of both workers and businesses. Industry Partnerships consist of ten or more employers, and workers or worker representatives when appropriate, in the same sector to address common or overlapping human capital needs.

Industry Partnerships (IPs) identify and meet the skills needs of businesses, the career goals of workers, and the economic development goals of the Commonwealth.

The Commonwealth will entertain Industry Partnership applications in both the statewide as well as regional target sectors identified as a result of the sector strategies consensus decision making process.

Industry Partnership activities and best practices:

Assess training needs and skill gaps, including:

- Challenges facing the sector /industry as a whole;
- Specific sector/ industry training needs of both the current and emerging workforce;
- Current resources/services available;
- Additional information and resources needed to address gaps in the understanding of the sector/industry; and
- Types of available communication networks between firms, managers, workers and education/training partners in the sector.

Address the issues of business contraction and business expansion that impact the training, support, and education needs of workers. Strategies may include:

- Data collection and reporting that address the targeted needs;
- Efficient communication plans to promote public awareness, recruitment efforts across the region and efficient administrative processes;
- New career ladders or career pathways within and across companies, enabling entry-level workers to improve skills to advance into higher skill, higher wage jobs;
- New industry credentials that provide companies confidence in the skills of new hires and provide workers more mobility;
- Innovative employee compensation, benefits and or management practices that maximize worker retention and advancement; and
- Best practices dissemination.

Help educational and training institutions to align their curriculum and specific programs toward unique and specific industry demand, particularly for higher skill occupations. Strategies may include:

- Companies identifying and working together to address common organizational and human resource challenges – recruiting new workers, retaining incumbent workers, implementing high-performance work organization, adopting new technologies and fostering experiential on-the-job learning; and then
- Invitation(s) to educational and training institutions to meet with the partnership and explore its needs and training priorities;
- Identification of barriers to entry level employment for workers and youth, and the development of a plan to remediate those barriers;
- Collaboration with Kentucky Career Centers, youth councils, business-education partnerships and parents and career counselors to facilitate bringing employers together to address the challenges of connecting youth to careers;
- Certification and credentialing for high priority occupations, including but not limited to credit bearing courses and articulation agreements between educational providers; and
- Review and inclusion of available apprenticeship models and approaches within the targeted sector.

Test and share best practices among education, workforce and economic development partners such as:

- Collaboration across regions and across state shared borders;
- Innovative use of technology in workforce development and training;
- Improved partnerships between higher education and business/industry;
- Development of local and regional entrepreneurial activities; and
- Assessment of job quality and strategies to improve it within the targeted sector.

Develop and apply models of work-based learning that meet industry-specific needs for a skilled workforce:

- Offer simultaneous and integrated education/training alongside paid employment;
- Seek industry agreement to pay at least a portion of tuition as well as wages during training; and
- Offer full-time positions at family-sustaining wages to new entrants upon completion of training.

Partnership Development/Enhancement AND Training Grants

The Commonwealth welcomes applications for two categories of grants:

- I. **Partnership development/enhancement** grants of up to \$50,000 with a 25% match, to support the creation or expansion of industry partnerships; OR
- II. **Training** grants of up to \$25,000 with a 75% match, requiring a demonstration of previous industry-led partnership work to identify shared training needs and develop strategic response.

Award Amounts

Applicants may seek grants ranging from \$5,000 to \$50,000. Total funds available are \$300,000.

Part 2 – Eligible Applicants

The following entities are eligible to serve as lead applicants as long as the conditions described below are met:

- Business consortia and/or associations, including entities such as chambers of commerce
- Single or a consortium of local workforce investment boards
- Economic development authorities or agencies
- Department of Commercialization and Innovation partners
- Industrial development authorities and corporations
- Non-profit organizations or associations serving as regional or local workforce intermediaries
- Organized labor
- Labor/management partnerships

The partnership must meet the definition of “employer-led,” with majority representation from ten or more businesses operating in the designated industry sector, and the majority of leadership roles held by employer representatives.

The lead applicant must be capable of bringing together multiple partners to achieve the overall projects goals, including but not limited to, coordinating the design of the project, developing an appropriate budget, collecting performance management measures, coordinating the activities of the project, and planning for its sustainability beyond the grant period.

The lead applicant must possess the capability to identify public and private resources available for workforce development relevant to the work being proposed by the partnership, and must develop a plan to access those resources on behalf of the project. The lead applicant should have a leadership role in developing and maintaining the Industry Partnership through ongoing interaction with the regional provider networks, businesses and employee representatives.

The lead applicant and any person or organization involved in partnership management and/or coordination, may not seek reimbursement for training services that they provide (the costs of these services may be applied as matching funds). Training must be provided by an organization or individual who is unaffiliated with the lead applicant and any person or organization involved in partnership management and/or coordination.

To ensure collaboration and alignment with other regional initiatives, Local Workforce Investment Boards (LWIBs) must be represented in the Partnership. LWIBs will serve as the fiscal agent for grant funds and will work with the lead applicant in monitoring and compliance. Additionally, LWIBs will be required to follow their Board’s approved contracting procedures.

All applications must be submitted through the LWIB, along with a letter of support from the LWIB.

Part 3 – Application Contents

This section provides information on the required format and content of application submissions. Applicants are required to submit one electronic and five paper copies of all application materials. The following format requirements apply:

1. **Page Limit:** **The application is limited to ten (10) pages.** This page limit does not include the application form, project budget, timeline, organizational qualifications, staff resumes, or other information appropriate as attachments (Application, Project Budget and Timeline forms are attached).
2. **Organization:** The application should be organized using the numbered format outlined below. Applicants are advised to address each sub-criterion in the section where it is requested in order to facilitate reviewer evaluation of the application.
3. **Type of Proposal:** Applicants are welcome to submit either a Partnership Development/Enhancement OR a Training Proposal. See Section V. for two alternative project formats; all other sections apply to either type of proposal.
4. **Content:** The proposal should address the Industry Partnership best practices outlined in Part 1. The applicant must present a clear and well-conceived overall approach to the project, including detail demonstrating that the project will be implemented in a way that will achieve the program's goals and objectives and has a solid plan for sustainability.

Partnerships are encouraged to review the materials from Kentucky's Sector Strategy Online toolkit located at www.kysectorstrategies.com. Partnerships must complete each of the following sections in the listed numerical format, but the information supplied should be relevant to its existing structure.

I. Proposal Overview/ Executive Summary –50 points

A brief summary describing the partnership's industry leadership, scope of work, proposed deliverables, project outcomes and future activities.

II. Partnership Data-Analysis – 150 points

A summary describing the region/local area's demonstrated need for this partnership.

This summary must include:

- a. An evaluation of the industries critical to the local economy;
- b. Documentation from collaboration with industry and/or through published workforce information on specific occupational needs, skill gaps, location quotient, and career opportunities within these industries over the next five years; and
- c. The factors contributing to these needs such as industry growth, an aging workforce, emerging career fields, technological advances, etc.

III. Integration and Alignment to Workforce Investment Initiatives – 100 points

- a. Indicate how the partnership will align with existing regional economic development and workforce development providers and other fund providers such as but not limited to: Kentucky Career Centers, Economic Development agencies, Kentucky Adult Education, KCTCS and local foundations.
- b. Establish the role(s) and responsibilities of regional workforce, education and economic development partners.
- c. Provide a summary describing the role of the local workforce investment board (LWIB) within the partnership. Describe the roles of the LWIB staff, the fiscal process, contracting, local monitoring and evaluation, and the LWIBs use of administrative funds.
- d. Demonstrate how partnerships are connected to the KWIB WorkSmart Kentucky Strategic Plan and the Kentucky Cabinet for Economic Development Strategic Plan.

IV. Description of Partnership – 100 Points

This section should include descriptions of the following:

- a. The mission, vision and goals of the regional partnership;
- b. The partners currently participating (all partnerships must have at least 10 employers participating);
- c. Capacity building and recruitment strategy for existing and new employers, worker representatives or other stakeholders;
- d. History of previous activities undertaken by the partnership (if applicable);
- e. Planned or existing governance structure of partnership (employer intermediary, organizational structure, frequency of meetings, decision making, communication strategies, etc.);
- f. Project management - information provided should describe the approval process of selecting an IP project manager. If a project manager has been selected, please provide a resume for that individual. If a project manager is to be hired, please provide a draft job description for the position (provide in appendix);
- g. Outline of needs and challenges that may serve as catalysts for business and stakeholder engagement; do not list statewide described needs identified by the state sector analysis, it must be region specific; and tools used to determine training needs.

V. Project Design/Goals – 500 Points

Partnership Development or Enhancement Project

This section should briefly describe key elements of the project design and how these elements respond to employers' and workers' needs as well as the demands of the workplace.

At a minimum, the partnership development proposed project should describe the following how the Industry Partnership will:

- a. Assure adequate leadership and participation from industry sector representatives;
- b. Assess the needs of employers and employees to support a talent pipeline;
- c. Develop career pathway and advancement strategies;

- d. Consider the quality of jobs existing in the industry sector as well as strategies to address retention and advancement through job quality improvements;
- e. Approach the sustainability of the partnership; and
- f. Measure and report relevant quantitative and qualitative outcomes.

OR

Training Project

This section should briefly describe key elements of the training program design, including:

- a. Name and provider of training;
- b. Skill gap/business need addressed;
- c. Projected total # of participants;
- d. Projected impact on employment (for job-seekers) or wages (for incumbent workers), and how and when those impacts will be measured and reported;
- e. The specific commitment from industry to pay at least a portion of tuition and to continue to pay wages during the course of the training program, applied as appropriate to new entrants and incumbent workers;
- f. The specific commitment from industry members to hire and/or promote as appropriate training participants upon training completion ;
- g. Projected cost per training and per participant; and
- h. Any additional projected outcomes beyond those described in (d).

Industry Partnership proposals will be evaluated on the extent to which they incorporate the requirements set forth in this guidance. Proposals will also be evaluated on the extent to which the:

- are business led;
- incorporate strategic assistance to business
- offer strategic assistance to workers
- demonstrate institutional alignment and long-term systemic change
- show strong governance and sustainability.

VI. Special Factors – 25 points each for maximum total of 100 points

Additional points will be awarded for proposals that meet any of the following special factors, up to a maximum total of 100 points:

- Operate in targeted state or regional sectors with no prior industry partnership activity;
- Demonstrate short and long-term strategies enhancing recruitment and retention of minorities, women and/or persons with disabilities, especially for those industries where they are underrepresented. Programs in this area could be linked with strategies that improve chances for extended employment of new recruits;
- Focus on assisting low wage workers, including current or former TANF clients advance into better paying jobs and careers; and/or
- Develop and implement human resource practices in addition to training that aim to increase retention and career advancement opportunities.

Proposals that take the form of LWIB collaboration proposals from two or more regions will not be subject to the funding maximums.

Part 4 – Resources and Requirements

Technical Assistance

During Grant Development:

- An informational meeting to provide program overview, technical assistance and opportunities for proposers to ask questions will take place **Monday September 22, 2014**, 2:00 PM at the Kentucky Transportation Cabinet Conference Center, 200 Mero Street, Frankfort, KY. Information about and from the meeting will be posted on the KWIB website.
- The Sector Strategies Director and experienced staff will be available to take questions related to this grant during regular business hours and via email.
- Frequently asked questions and their responses will be posted to the Industry Partnership page on the KWIB website. (www.kwib.ky.gov)

During The Life of the Grant Award:

An array of technical assistance opportunities and forums will be available throughout the life of the grant for both awardees and all other proposers. Technical assistance will be in the form of:

- regularly scheduled webinars and/or conference calls;
- field trips and guest speakers;
- best practices from other states;
- shared resource pages, and
- applicable research on other related initiatives/approaches.

Timeline for Applications

Applications will be accepted for review and funding consideration on or before 4:00 p.m. Eastern Time on **November 7, 2014** but will be subject to the availability of funds and consideration of the partnerships ability to expend the funds before they expire.

Applicants selected for award will be contacted directly before the grant's execution and non-selected applicants will be notified by mail.

Reports

The grantee is required to provide quarterly reports and other documents to the Sector Strategies Director. LWIBs are mandated partners and serve as the fiscal agent for all Industry Partnership grants. All reports must be submitted to appropriate LWIB for review and approval. All records shall be made

available for review. *Quarterly and Year-end Reports and similar reports must be submitted to the LWIB for timely submission to the Sector Strategies Director or funding may be suspended.*

Disallowable costs and activities

Although the proposed Industry Partnership plan may contain some of these elements, the grant award cannot be used to pay for the costs associated with items below. However, additional partnering agencies and programs may be available to assist with some of the provisions related to a comprehensive training plan or business strategy.

- Equipment or building construction;
- Support lease or rental cost of building;
- Website development or maintenance ;
- Indirect Fees;
- Administrative costs in excess of 5%;
- Indirect costs – costs that have been incurred, for common or joint objectives and cannot be readily identified with a particular final cost objective; or
- Projects cannot violate any conditions of a collective bargaining agreement.

Part 5 – Attachments

When preparing an industry partnership proposal, the following documents should be attached:

- **Attachment A – Application**
- **Attachment B - Industry Partnership Time Line** - This section should also include a timeline for the program design and implementation.
- **Attachment C - Budget form** - Partnerships must complete all sections of this form in order to provide a budget and budget narrative. The narrative provides additional information on each cost category and indicates how the grant funding is tied to program design and goals. Partnerships should anticipate allocating minimal expenses to travel for KWIB statewide meetings. This document will serve as the Commonwealth’s record of partnerships’ plans for project implementation. In instances where grant funds are not awarded as originally requested, LWIBs will be required to submit a corrected budget form to serve in this capacity. Standard budgeting changes within line items during a program year are not required for submission.
- **Attachment D - Evaluation & Reporting** - Applications must include a statement that applicants are willing to collect partner data (**including Federal Employer Identification Network (FEIN) of participating companies**). An additional statement should indicate that the lead applicant is willing to participate in an evaluation by providing data and access for interviews, and by participating in networking with other partnerships. (The evaluation process will be designed in collaboration with grantees to ensure that it does not impose an unreasonable burden on participating firms and to maximize opportunities for learning that benefit partnership members.) Grantees may also be invited to serve as part of state and national learning collaborative on innovation and sector-based workforce development.
- **Attachment E – Additional supporting documents** - Resume and job descriptions, spreadsheets, MOUs, charts, letters of support/commitment and additional supporting documents should be included in this section.

ATTACHMENT A – INDUSTRY PARTNERSHIP GRANT APPLICATION

Total Funds Requested: \$ _____

(Maximum of \$50,000.00 for development/enhancement, \$25,000 for Training grants)

Project Start (Approx.): January 1, 2015 through December 31, 2015

Project Name: _____
Sector: _____

Applicant Organization Information

LWIB Name: _____

Mailing Address: _____

Project Contact

Name: _____ Title: _____
Phone: _____ Email: _____

Fiscal Contact *(if different from above)*

Name: _____ Title: _____
Phone: _____ Email: _____

Applicant and Partner Verifications

Provide the name, title and signature of the person authorized to act on behalf of the applicant organization.

Partner Organizations/Agency Members/Community Stakeholders – Minimum of two (2) required - Provide the name of the key organization/agency/community partner and name and title of individuals authorized to act on behalf of the partner in this application for funds.

Current or prospective sector industry partners – Minimum of ten required-To be listed on next page in space provided.

Applicant Organization

Name: _____ Title: _____

(Print or Type)

Date: _____

(Authorized Signature)

Partner Organization/Agency/Community Stakeholder

Organization Name: _____

Authorizing Contact: _____ Title: _____

(Print or Type)

Partner Organization/Agency/Community Stakeholder

Organization Name: _____

Authorizing Contact: _____ Title: _____

(Print or Type)

Please attach a separate sheet for any additional organization/agency/community stakeholders. Letters of commitment and support from partner organizations/agencies/stakeholders including match and in-kind contributions are welcome.

Industry Partnership Members (Current or Prospective) – Minimum of ten employers

Individual's Name: _____

Business Name: _____

Email/Phone # : _____

Please circle one: Current or Prospective Member

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Individual's Name: _____

Business Name: _____

Email/Phone # : _____

Please circle one: Current or Prospective Member

Industry Partnership Members (Current or Prospective) – Minimum of ten employers

Individual's Name: _____

Business Name: _____

Email/Phone # : _____

Please circle one: Current or Prospective Member

Please attach a separate sheet for any additional employers. Letters of commitment and support from employers including match and in-kind contributions are welcome.

ATTACHMENT B - TIMELINE

Sample Industry Partnership Time Line - This section should include a timeline for the steps listed below that apply to the particular project, with particular emphasis on program design. The sample timeline table below should be modified to fit your project.

	Outline of Process	Duration	Start Date	Finish Date
Creating a program foundation				
	Identifying the partnership			
	Recruiting additional stakeholders			
	Selecting a program			
	Hiring project manager			
	Convening partnership meetings			
	Developing an action plan			
	Implementing partnership activities: (LIST)			
Program Design				
	Recruiting and selecting firms			
	Assessing training needs			
	Selecting training to be delivered			
	Aligning the resources of existing training systems			
	Designing curriculum			
	Designing assessments			
Program Support				
	Identify and implement support activities			
	Define process for recruiting and selecting training participants			
	Define measures of program success			
Additional Activities as defined by partnership				
Define Next steps to support partnership sustainability				

ATTACHMENT C - BUDGET

BUDGET REQUEST: _____

CASH MATCHING FUNDS: _____

VALUE OF IN-KIND SERVICES: _____

TOTAL: _____

BUDGET CATEGORY	AMOUNT	NARRATIVE
Program Staff Salaries <i>(Position title/function of staff assigned to project-specific program activities, salary/wage, time charged to project)</i>		
Program Staff Fringe Benefits <i>(Type and cost of fringe benefits for each position included in project budget)</i>		
Surveys/ Assessments <i>(Survey or sector/employer assessment fees and associated costs detailed by type of activity, cost per, and number of)</i>		
Staff Development/Training <i>(Detail of Consultants; tuition/fees, other costs related to providing and/or attending training to partner staff)</i>		
Employer Outreach and Services <i>(Details of employer outreach activities; fees for employer services)</i>		
Travel <i>(Cost of mileage, lodging, meals and other travel-related costs for staff, consultants)</i>		
Advertising, Public Relations <i>(Details of media advertising and other public outreach costs, e.g., newspapers, radio/TV, direct mail, etc.)</i>		

<p>Communications, Publications & Printing <i>(Details of phone, IT services, other communication costs, printing and/or purchase of books, magazines, brochures, etc.)</i></p>		
<p>Materials, & Supplies <i>(Office, other supplies required to carry out project)</i></p>		
<p>Facilities <i>(Conference/meeting space, etc., detailed by type of activity and related project facility costs)</i></p>		
<p>Administration <i>(Direct cost of staff, other direct costs associated with planning, coordinating, monitoring and reporting on project activities, detailed by staff function, time on project, other appropriate detail. Not to exceed 5% of project funding)</i></p>		
<p>Training Costs <i>(For training programs, include any direct costs of participant training program not covered under any of the above categories)</i></p>		
<p>Other <i>(Other items/related costs not included in the above line items required to implement the project that may be included as a grant funded item.)</i></p>		