Department of Labor

Notice of Award

Award# 24A60HG000060-01-00
FAIN# 24A60HG000060
Federal Award Date: 09/19/2024

Recipient Information

1. Recipient Name
DENVER, CITY & COUNTY OF
101 W Colfax Ave
Denver Workforce Development
Denver, CO 80202-5167
(720) 865-5700

2. Congressional District of Recipient
01

3. Payment System Identifier (ID)
1846000580C5

4. Employer Identification Number (EIN)
846000580

5. Data Universal Numbering System (DUNS)
034108758

6. Recipient's Unique Entity Identifier (UEI)
WP3QXJ87RYH3

7. Project Director or Principal Investigator
Mr. TONY ANDERSON
TONY.ANDERSON@DENVERGOV.ORG
720-913-5410

8. Authorized Official
Brenda Richey
brenda.richey@denvergov.org
7209135411

Federal Agency Information
ETA Office of Grants Management

9. Awarding Agency Contact Information
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Grants Management Specialist
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000-000-0000

10.Program Official Contact Information
Mr. Edgar M Garcia
Federal Project Officer
garcia.edgar@dol.gov
9728504650

Federal Award Information

11. Award Number
24A60HG000060-01-00

12. Unique Federal Award Identification Number (FAIN)
24A60HG000060

13. Statutory Authority
American Competitiveness and Workforce Improvement Act

14. Federal Award Project Title
Technology Employment in Colorado Partnership (TECP) 3.0

15. Assistance Listing Number
17.268

16. Assistance Listing Program Title
H-1B Job Training Grants

17. Award Action Type
New

18. Is the Award R&D?
No

Summary Federal Award Financial Information

19.	**Budget Period Start Date** 10/01/2024 **- End Date** 09/30/2029	
20.	**Total Amount of Federal Funds Obligated by this Action**	$5,000,000.00
	20a. Direct Cost Amount	$4,869,665.60
	20b. Indirect Cost Amount	$130,334.40
21.	Authorized Carryover	$0.00
22.	Offset	$0.00
23.	Total Amount of Federal Funds Obligated this budget period	$0.00
24.	**Total Approved Cost Sharing or Matching, where applicable**	$1,250,000.00
25.	**Total Federal and Non-Federal Approved this Budget Period**	$6,250,000.00
26.	**Period of Performance Start Date** 10/01/2024 **- End Date** 09/30/2029	
27.	Total Amount of the Federal Award including Approved Cost Sharing or Matching this Period of Performance	$6,250,000.00

28. Authorized Treatment of Program Income
ADDITIONAL COSTS

29. Grants Management Officer – Signature
Mrs. Brinda Ruggles
Grant Officer

30. Remarks

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1846000580C5

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846000580

Universal Numbering System (DUNS)
034108758

Recipient's Unique Entity Identifier (UEI)
WP3QXJ87RYH3

31. Assistance Type
Discretionary Grant

32. Type of Award
Other

33. Approved Budget
(Excludes Direct Assistance)

I. Financial Assistance from the Federal Awarding Agency Only
II. Total project costs including grant funds and all other financial participation

a. Salaries and Wages	$949,116.95
b. Fringe Benefits	$294,226.25
c. Total Personnel Costs	$1,243,343.20
d. Equipment	$0.00
e. Supplies	$5,000.00
f. Travel	$5,000.00
g. Construction	$0.00
h. Other	$0.00
i. Contractual	$3,616,322.40
j. TOTAL DIRECT COSTS	$4,869,665.60
k. INDIRECT COSTS	$130,334.40
l. TOTAL APPROVED BUDGET	$5,000,000.00
m. Federal Share	$5,000,000.00
n. Non-Federal Share	$1,250,000.00

34. Accounting Classification Codes

FY-ACCOUNT NO.	DOCUMENT NO.	ADMINISTRATIVE CODE	OBJECT CLASS	CFDA NO.	AMT ACTION FINANCIAL ASSISTANCE	APPROPRIATION
055152830XBD202451520010245HB000A0000AOFAM0AOFAM0	HG0000601D0	ETA	410023	17.268	$5,000,000.00	5152830XBD

AWARD ATTACHMENTS

DENVER, CITY & COUNTY OF 24A60HG000060-01-00

1. HG000060_Grant Award Agreement

DOL Building Pathways to Infrastructure Jobs Grant Program
City of Denver Conditions of Award
GRANT # HG000060

As part of the Condition(s) of Award to receiving a DOL Building Pathways to Infrastructure Jobs grant, the U.S. Department of Labor (DOL), Employment and Training Administration (ETA) has identified the following area(s) that require further clarification and/or grant amendment.

A response to all Conditions of Award must be submitted to your FPO within **45 days** of receipt of this grant award package. Please note that submittal of the required document(s) does not constitute approval by DOL/ETA. A grant amendment will need to be submitted and final approval must be given by the Grant Officer (GO). Your Federal Project Officer (FPO) will review the documentation and then submit it to the GO for formal approval as an amendment to the grant agreement. Once approved, the revised document(s) will comprise the official amendment to this grant agreement and the special conditions will be resolved. Any questions related to the below items must be submitted to your FPO.

Statement of Work

Based on our review of your Abstract, Statement of Work, Work Plan, Budget Narrative, Signed Documentation of Commitment and other application materials, ETA has identified the following areas that require further clarification and/or amendment. The items listed below as "Conditions" are grant compliance issues that must be addressed by the grantee. The items listed as "Program Compliance Notes" are areas of concern, and/or where more information is needed from the grantee. Please consult with your Federal Project Officer regarding how these items should be addressed.

Conditions

Condition 1 – Worker Organization Eligibility

Your Abstract and Project Narrative identify the Colorado Technology Association (CTA) as your worker organization. However, CTA is an industry association representing the interests of businesses, which does not fit the definition of a worker organization. The DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) includes an industry/trade association in the definition for employer partner (pg. 30).

Amendment Two to the FOA states clarifies:

- "As defined by the Department, labor-management partnerships allow employers of all sizes to work constructively with the unions that **represent their employees to tackle important workplace issue**s that fall within and sometimes extend the framework of traditional collective bargaining. The Department provides information on effective labor-management partnerships and helpful

resources at https://www.dol.gov/general/workcenter/labor-management-partnerships."

- "**Outside of a union, qualifying organizations are those whose primary purpose is to represent the needs and interests of workers and to advocate for them**. These worker-focused advocacy organizations represent workers in the applicant's targeted occupation(s) or industry sector, outside of collective bargaining. Examples of worker-focused advocacy organizations include worker associations, coalitions, alliances, guilds, and other similar worker advocacy groups that are not considered formal unions. The organization may, for example, set occupational standards or practices, advocate on behalf of its members, or work to develop or change specific policies such as the local minimum wage rate, day worker protections, and stable work schedules."

ACTION ITEM

- Please **identify a new worker organization, labor-management organization or labor union;** or
- **Provide clarification on how you will incorporate worker voice** in the absence of a Worker Organization partnership as described in the FOA:
    - In lieu of the letter of commitment or related documentation, such applicants must use the OLMS Union Search Tool to verify the lack of union presence by providing the search records as an attachment. They should also describe any additional efforts or research conducted to identify any viable worker organizations in the area. Where none are demonstrated, the applicant must describe how they will ensure active worker voice and collaboration within the sector strategy partnership through identification of specific commitments and requirements for worker representation and engagement in all aspects of the training model.

Condition 2 – Employer Partners Alignment to Infrastructure

Your Abstract (pg. 1) and Project Narrative (pg. 7) list Pinnacol Assurance and the Credit Union of Colorado as your employer partners. It is unclear how Pinnacol Assurance, a worker's comp insurance company, and the Credit Union of Colorado, a banking institution, are aligned to the broadband infrastructure sector (the infrastructure sector you identify in your application).

The DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) states "To maximize the impact of the BIL investment, this grant program will train job seekers in advanced manufacturing; information technology; and professional, scientific, and technical services **occupations that support renewable energy, transportation, and broadband infrastructure sectors**." (pg. 2) This grant program intends to "meet the future skilled **workforce needs for implementation of the BIL** by investing in workforce partnerships that build equitable pathways to good infrastructure jobs." (pg. 2)

ACTION ITEM

As currently written, the connection between employer partners, Pinnacol Assurance and the Credit Union of Colorado, and occupations in the target infrastructure sector is unclear.

- Please **provide a clarification** that clearly and specifically explains how the employer partners will support a worker-centered sector strategy focused on occupations that support the broadband infrastructure sector.
- Alternatively, you can add new employer partners that are better aligned with occupations that support renewable energy, transportation, and broadband infrastructure sectors. Please 1) provide written clarification on their commitments, roles, and responsibilities on the project; and 2) provide signed, signed documentation of commitment—such as a signed letter of commitment, memoranda of understanding, a partnership agreement, or other type of signed agreement from the new employer partners.

Condition 3 – Inadequate Partner Commitment to the Project is Indicated (State Apprenticeship Agency (SAA) Partner)

Your Abstract (pg. 1) lists the Colorado Office of Apprenticeship as your State Apprenticeship Agency (SAA). However, there is no signed documentation of commitment such as a signed letter of commitment, memoranda of understanding, a partnership agreement, or other type of signed agreement provided from the Colorado Office of Apprenticeship.

Amendment One to the DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) states, "If the lead applicant proposes a project that offers a RAP with either a Local/Regional or Statewide geographic scope and their proposed project service area includes a state with a federally-recognized SAA, the lead applicant is required to partner with the SAA to ensure the apprenticeship will be registered. To demonstrate the active involvement of the required partners, **lead applicants must provide signed documentation of commitments—such as signed letters of commitment, memoranda of understanding, a partnership agreement, or other types of signed agreements—that demonstrate the commitment of each partner** (Section IV.B.3. Project Narrative)." (pg. 4)

ACTION ITEM

To fulfill the SAA partner requirements outlined in the FOA:

- Please **provide signed documentation of commitment**—such as a signed letter of commitment, memoranda of understanding, a partnership agreement, or other type of signed agreement as described in the FOA reflecting a partnership with the SAA as required in the FOA.

Condition 4 – Identification of Matching Funding Sources

The grantee's application did not clearly identify the source(s) of matching funds. Clarification is required to clearly explain the original source of funding. Proposed matching funds must be documented clearly through Letters of Commitment or MOUs that detail both the source and commitment of funds from any contributing partners. As a reminder, funds that are Federal in origin do not qualify as matching funds and do not contribute to the mandatory 15% match requirement.

The items below were missing or requires additional clarification:

- The letters from match partners that detail both the source and commitment of funds were missing.

Please submit the requested documentation to your Federal Project Officer (FPO).

Program Compliance Notes

Partnerships

Program Compliance Note 1 – Education and Training Provider Partner Eligibility

Your Abstract (pg. 1) and Project Narrative (pg. 8) list Riipen as an Education and Training Provider. Riipen is a **for-profit organization** and does not appear on Colorado's Eligible Training Provider List. Additionally, Riipen is a work-based learning platform connecting educators, and employers facilitate work-based learning, rather than providing education and training services themselves. It does not appear that Riipen meets the definition of an education and training provider.

The DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) defines education and training providers as "Public or private nonprofit education and training providers, including institutions of higher education as defined in Section 101(a) of the Higher Education Act of 1965 (20 U.S.C. 1001); HBCUs, TCUs, and MSIs including PBIs, HSIs, NANTIs, ANNHIs, and AANAPISIs; community and technical colleges and systems; nonprofit and community-based organizations that offer job training, including that provide training programs included on the State's Eligible Training Provider List under WIOA." (pg. 29)

ACTION ITEM

- Please ensure that all education/training providers meet the definition of an education and training provider as outlined in the FOA.
- It is possible to reclassify Ripen as an optional partner.

Financial

Program Compliance Note 2 – Leveraged Funds vs. Matching Funds

Your Abstract (pg. 1) lists $1,250,000 in Total Match Proposed. However, your Budget Narrative (pg. 5) refers to these funds as leveraged funds.

While federal funds may be counted as leveraged funds, they cannot be counted as matching funds. Your Budget Narrative (pg. 5) includes $732,000.00 of federal funds toward your "25.0% of the total requested funds." Without these federal funds, you identify only $518,000 in matching funds (10.36% match) which does not meet the Scaling Track requirement of a 15% match.

The DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) provides the following requirements and guidance regarding matching and leveraged funds:

- "The Department requires **Scaling Track applicants to contribute 15 percent of the total requested funds** to support the grant project as matching funds." (pg. 33)

- "Applicants must count and document as leveraged resources any cash or in-kind commitments." (pg. 34)
- "**Non-Federal**, public-sector funds (e.g., from States or local governments) may be used for matching funds, if necessary." (pg. 34)
- "The Budget Narrative should also include a section describing any leveraged resources provided (as applicable) to support grant activities. […] Each category should include the total estimated cost for the period of performance." (pg. 41)

ACTION ITEM

- Please work with your FPO to ensure you have a **revised Budget Narrative** that meets the matching funds requirement for this project.

Program Compliance Note 3 – Budget Narrative: Supportive Services Not Clearly Identified

It appears you have listed supportive service costs with other participant related training costs in the Budget Narrative (pg. 6):

Contractor Sub-budgets:

Denver Workforce-Eckerd Connects	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**TOTAL**
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	$158,996.64	$158,996.64	$158,996.64	$158,996.64	$158,996.64	$794,983.20

Colorado Rural Workforce Consortium	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**TOTAL**
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	$146,029.99	$146,029.99	$146,029.99	$146,029.99	$146,029.99	$146,029.99

As a result, it is not clear how much funding will go towards providing supportive services to individuals who are participating in grant-funded education and training activities and who need such services to enable them to participate.

The DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) states, "A robust supportive services strategy is required as part of the proposed program design under the FOA. **This means all grant projects must**

document in their project narrative, budget, and budget narrative that their application includes a supportive service needs assessment of all participants and procedures for the provision of supportive services for participants who need them. Up to 15 percent of grant funds may be used to provide supportive services for training participants, and supportive services may also be provided as a leveraged cost." (pg. 26)

ACTION ITEM

- Please work with your FPO to ensure you have a **revised Budget Narrative** that breaks out supportive services costs from other grant related costs.

Program Compliance Note 4 – Budget Narrative: Incentives

Your Budget Narrative includes "incentives" within the "Other" budget category for Denver Workforce- Eckerd Connects and the Colorado Rural Workforce Consortium. (pg. 6)

The DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) states, "**Grantees may use up to 1.5 percent of grant funds for the provision of gift cards or other types of incentive payments to participants for providing information on grant outcomes (such as credential attainment or employment status) after they complete their training program, for the purposes of accurately reporting performance outcomes to the Department. Grantees are prohibited from utilizing grant funds to provide incentive payments for any other purpose.** These incentive payments must be tied to the goals of the grant. Grantees must have policies and procedures in place governing the awarding of incentive payments to participants and the incentives provided under the grant must comply with these organizational policies." (pg. 65)

ACTION ITEM

- Please ensure that incentives are used only to collect information from participants on grant outcomes for the purposes of accurately reporting performance outcomes.
- Please work with your FPO to determine whether a SOW and/or budget amendment may be required.

PROGRAM COMPLIANCE NOTIFICATION LETTER
DOL Building Pathways to Infrastructure Jobs Grant Program

Dear DOL Building Pathways to Infrastructure Jobs Grant Program Grantee:

This letter contains information about the process of reviewing your grant for compliance requirements and applying special conditions of award and general key areas for programmatic compliance to which you must adhere.

Key Programmatic Compliance Requirements

The list below includes key areas to note for budgetary and programmatic compliance. This list is not exhaustive, and grantees should refer to the DOL Building Pathways to Infrastructure Jobs Grant Program Funding Opportunity Announcement (FOA) for a complete list of programmatic compliance requirements for this grant program. **The signature of the Authorized Representative on the SF-424 confirms your organization's acceptance and acknowledgment of the budget and programmatic compliance requirements listed below**. These requirements are in addition to compliance requirements listed in your Conditions of Award (COA) document that correspond with special conditions of your award that must be resolved. If there are specific programmatic compliance issues with any of the sections below, they will be reflected in the COA document. If there are any budgetary and programmatic compliance issues with any of the sections below, or with any of the terms and conditions in your grant award, you may be required to amend your grant accordingly.

Occupations that Support Renewable Energy, Transportation, and Broadband Infrastructure Sectors

The DOL Building Pathways to Infrastructure Jobs Grant Program will invest in public-private partnerships to develop, implement, and scale worker-centered sector strategy training programs in H-1B industries and occupations critical to meeting the goals of the Bipartisan Infrastructure Law (BIL), formally known as the Infrastructure Investment and Jobs Act (IIJA), Pub. L. No. 117-58. To maximize the impact of the BIL investment, this grant program will train job seekers in advanced manufacturing; information technology; and professional, scientific, and technical services occupations that support renewable energy, transportation, and broadband infrastructure sectors. These include occupations in the renewable energy and energy efficiency sectors; broadband expansion and smart city grids; and electrical, industrial, and civil engineers and technicians who facilitate the design, construction, modernization, and maintenance of the nation's infrastructure.

Occupations trained for with grant funds **must support renewable energy, transportation, and broadband infrastructure sectors**.

Participant Eligibility

The FOA states that "[t]his grant program must serve participants who are at least 17 years old and not currently enrolled in secondary school within a local educational agency." Therefore, participants served in the DOL Building Pathways to Infrastructure Jobs grant must be 17 years of age or older and not currently enrolled in secondary school (high school). Individuals who are age 17 or older and have completed secondary school, dropped out of secondary school, or are attending post-secondary school may be served by the grant.

Based on their employment status at program entry, all participants served must be unemployed, underemployed, or incumbent workers. The employment status of participants will be determined according to the definitions provided in the FOA:

- **Unemployed workers**: An unemployed worker is an individual who is without a job and is available to work.
- **Underemployed workers**: This term refers to individuals who are not currently connected to a full-time job commensurate with the individual's level of education, skills, or wage and/or salary earned previously, or who have obtained only episodic, short-term, or part-time employment.
- **Incumbent workers**: This term refers to individuals already employed, either with an employer partner or another employer, at program enrollment, but who need training to upgrade their skills to secure full-time employment, advance in their careers, or retain their current positions in H-1B occupations and industries. The training provided to incumbent workers is either 1) developed in collaboration with an employer partner with which the individual is employed, or 2) for individuals who are employed at the time of enrollment by a non-partner employer, but who need additional skill training to improve their opportunities for middle- and high-skilled jobs in H-1B industries or occupations.

Under this FOA, it is the responsibility of the grantee or a designated grant partner to determine incumbent worker eligibility, and not the responsibility of the participating employer. Grantees or their designated grant partner must establish and document the eligibility of all participants, including incumbent worker participants.

Supportive Services

As specified in the FOA, a robust supportive services strategy is required under the DOL Building Pathways to Infrastructure Jobs grant program. Under this requirement, grantees must plan for the provision of supportive services and must have a strategy for assessing the supportive service needs of their participants. Up to 15 percent of grant funds may be used to provide supportive services for participants; grantees are also encouraged to use leveraged resources for the supportive service provision.

Supportive services are those necessary to enable an individual to participate in education and training activities funded through this grant program. Examples of such services include, but are not limited to, childcare, dependent care, transportation, mental health counseling, books,

academic fees, supplies, parking, printing, tutoring, licensing exam fees, professional dues, housing, and needs-related payments that are necessary to enable an individual to participate in education and training activities.

Where stipends for supportive services are provided, the stipend amount must be for costs of a specific supportive service (e.g., childcare), rather than simply based on an unidentified need. For the purposes of this FOA, grantees may use grant funds, up to the percentage specified above, only to provide supportive services to individuals who are participating in education and training activities provided through the grant when such services are necessary to enable individuals to participate in education and training activities under the grant.

Use of Grant Funds for Paid Work-based Learning Components

For the purposes of this grant program, the following will apply:

A. **On-the Job Training:** Under this grant, OJT is available only for unemployed and underemployed individuals. Incumbent workers are not eligible for OJT under this FOA and grantees are specifically prohibited from spending grant funds on payment of wages of incumbent workers. OJT is provided under a contract with an employer in the private nonprofit, or private for-profit sector. Under the OJT contract, the employer pays wages to the participant, and occupational training is provided for the participant in exchange for the reimbursement to the employer of a percentage of the participant's wage rate to compensate for the employer's extraordinary costs of training the individual (subject to the policy exceptions described on pg. 63 of the FOA).

   The negotiated reimbursement percentage for OJT may be as high as 50 percent of the participant's hourly wage. The Department encourages grantees to negotiate lower rates or variable rates (such as starting at the maximum allowable reimbursement rate and reducing the subsidy over time) where possible to ensure that the maximum number of participants will be served by the project.

   See Sections I.E.2 and IV.E. of the FOA for additional information.

B. **Registered Apprenticeships**: Organizations may use grant funds awarded under this FOA to reimburse a portion of a registered apprentice's work-based learning costs to employers. For grants awarded under this FOA, the negotiated reimbursement percentage of an apprentice's work-based learning costs may be as high as 50 percent of the participant's hourly wage. Additional restrictions for the use of grant funds for work-based learning apprenticeships can be found on pgs. 63-64 of the FOA.

C. **Work Experience and Internships:** Work experience and internships are both planned, structured learning experiences that take place in a workplace for a limited period and, for the purposes of the grants under this FOA, must be paid. Wages and stipends may be

paid either directly to participants or to the employer partner for the purposes of reimbursing participant wages.

Incumbent Worker Salaries
For grantees that are serving incumbent workers, incumbent workers are not eligible to participate in paid work experiences funded by the grant. In addition, incumbent worker salaries paid by the employer are NOT allowable costs to be reimbursed under this grant.

Participant Co-Enrollment

H-1B-funded grants have a policy for co-enrolling participants in H-1B-funded programs and non-H-1B-funded programs.

A. Co-enrolling with H-1B-Funded Programs
The intent of co-enrollment is to meet the training and employment needs of program participants and provide as many participants as possible with comprehensive services that may not otherwise be available under an individual grant or funding source. Therefore, grantees should not co-enroll participants in more than one H-1B job training program grant.

B. Co-enrolling with non-H-1B-Funded Programs
The Employment and Training Administration (ETA) encourages grantees to maximize the use of their resources and minimize the duplication of efforts through partnership building, system alignment, and leveraging of other Federal and non-Federal funding sources. Leveraging resources may include co-enrolling participants in programs such as: the Workforce Innovation and Opportunity Act (WIOA); appropriated apprenticeship funds, such as State Apprenticeship Expansion Equity and Innovation (SAEEI) grants, and Apprenticeship State Expansion (ASE) grants; other Federally funded programs; and non-Federal programs.

Grantees may co-enroll DOL Building Pathways to Infrastructure Jobs participants in non-H-1B grant programs provided this co-enrollment aligns with eligibility criteria and allowable activities for each grant and meets additional criteria. Further guidance will be provided through technical assistance. Guidance related to co-enrollment does not prevent grantees from leveraging tools, materials, curricula, or other resources that other DOL-funded training grant programs, including other H-1B-funded grant programs, have developed, provided these activities do not result in co-enrollment.

National Evaluation

As a condition of grant award, grantees are required to participate in a national evaluation, if undertaken by DOL. The evaluation may include an implementation assessment across grantees, an impact and/or outcomes analysis of all or selected sites within or across grantees, and a benefit/cost analysis or assessment of return on investment. Conducting an impact analysis may involve random assignment (which involves random assignment of eligible

participants into a treatment group that would receive program services or enhanced program services, or into control group(s) that would receive no program services or program services that are not enhanced). See page 18 of the FOA for more information.

Equipment Purchases

The grantee must submit a request to purchase equipment and receive prior approval from the Grant Officer as defined in the Uniform Guidance at 2 CFR 200.1. A request to purchase equipment will be reviewed and approved in an amendment to the award. Prior approval is required only when the per unit's acquisition cost is $5,000 or more regardless of the non-Federal entity's capitalization threshold. Equipment purchases must be made in accordance with 2 CFR 200.313 or 2 CFR 200.439.

Being awarded this grant does not automatically mean that the equipment specified in the approved budget or SOW is approved by the Grant Officer. The recipient must submit a detailed list describing the planned purchases to the FPO for review within 90 days of the Notice of Award date. Recipients are strongly encouraged to submit requests to purchase equipment as early as possible in the grant's period of performance with as many planned pieces of equipment as possible.

Recipients may not purchase equipment during the last year of the period of performance or the last year of full program service delivery (not follow-up activities), whichever comes first. If any approved acquisition has not occurred prior to the last funded year of performance, approval for that item will be rescinded.

Proposed Performance Targets

Each grantee is accountable for reaching their proposed performance targets for the performance outcome measures specified in the FOA for the track under which they are funded. Failure to meet those outcomes may result in technical assistance or other intervention by ETA and may also have a significant impact on decisions about future grants with ETA.

During the first quarter of your grant, the Program Office will review the proposed performance targets and follow-up to determine if there are any areas of concern.

- Performance-related issues may include resolving mathematical errors, discrepancies between outcomes reported in the project narrative and required performance outcome tables, or performance outcomes that are not internally logical (e.g., outcomes include more participants who complete training than participants who start training).
- If there are any areas of concern, the Program Office, and Federal Project Officer (FPO) will discuss and outline steps to resolve any issues.

Travel Funds

Each grantee is expected to budget travel for at least two staff members for up to two in-person convenings in Washington, D.C. You may need to complete a budget amendment with your FPO to rearrange funds for this purpose.

Please see Amendment One for further detail regarding this requirement.

Incentive Payments

Grantees may use up to 1.5 percent of grant funds for the provision of gift cards or other types of incentive payments to participants for providing information on grant outcomes (such as credential attainment or employment status) after they complete their training program, for the purposes of accurately reporting performance outcomes to the Department. Grantees are prohibited from utilizing grant funds to provide incentive payments for any other purpose. These incentive payments must be tied to the goals of the grant. Grantees must have policies and procedures in place governing the awarding of incentive payments to participants and the incentives provided under the grant must comply with these organizational policies.

Terms and Conditions

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PART A: GENERAL AWARD, SYSTEM FOR AWARD MANAGEMENT AND UNIFORM GUIDANCE

A(1.) Applicable Requirements

The recipient of this Federal award must assure to fully comply with the rules and requirements specified in the award document. Program requirements may be located in the Funding Opportunity Announcement (FOA), statutes, Executive Orders, government-wide regulations, agency regulations, agency policy guidance such as Training Employment Guidance Letter (TEGL), and the terms outlined in the award document.

The following authorities apply to your activities under this Federal award. It is recommended that the award recipient contact DOL when questions arise about what requirements apply in the event of any inconsistency between the terms and conditions of this Notice of Award (NOA) and other requirements.

- American Competitiveness and Workforce Improvement Act of 1998 (ACWIA), as amended (codified at 29 USC 3224a).
- Other applicable Federal statutes.
- Further Consolidated Appropriations Act, 2024, dated March 23, 2024.
- Implementing Regulations.
- Executive Orders and Presidential Memoranda.
- The Office of Management and Budget (OMB) Guidance, including the Uniform Guidance at 2 CFR part 200, as amended (see *Guidance for Federal Financial Assistance,* 89 Fed. Reg. 30046 (Apr. 22, 2024)) and DOL regulations at part 2900.
- Executive Orders and Presidential Memoranda.
- The U.S. Department of Labor (DOL) directives.
- Terms and conditions of this award.

By drawing down funds, your organization as the award recipient agrees to the provisions of 2 CFR 200.521, and 2 CFR Part 2900 and is subject to having its award removed as a result of an ALJ decision. As part of this process, the Grant Officer will provide instructions on transition and closeout to both the newly selected grant recipient and to the grant recipient whose positions is affected, or which is being removed.

A(2.) Funding Opportunity Announcement and Notice of Award

The Funding Opportunity Announcement (FOA) and any amendments found at https://www.dol.gov/sites/dolgov/files/ETA/grants/Building%20Pathways%20to%20Infrastructure%20Jobs_FOA-ETA-23-31.pdf, Amendment One https://www.dol.gov/sites/dolgov/files/ETA/grants/FOA-ETA-23-31-Amendment%20One%206-21-23.pdf, and Amendment Two https://www.dol.gov/sites/dolgov/files/ETA/grants/2024%20pdfs/FOA-ETA-23-

31%20Amendment%20Two%205-15-24.pdf are hereby incorporated into this NOA. Award recipients are bound by the authorizations, restrictions, and requirements contained in the FOA. Therefore, the expenditure of funds by the award recipient certifies that your organization has read and will comply with all the parts that are contained in the NOA.

Notice of Award The funds provided under this Notice of Award (NOA) must be expended according to all applicable Federal statutes, regulations and policies, and the applicable provisions in the appropriations act(s). The funds shall be obligated and expended via a NOA. These obligations and expenditures may not exceed the amount awarded by the NOA unless otherwise amended by the ETA.

A(3.) Approved Statement of Work

This project's narrative is the approved Statement of Work (SOW). It has been included as Attachment D. If there is any inconsistency between the project narrative and the program statute, appropriation, regulations, Executive Orders, Uniform Guidance, and DOL directives, contact your DOL representative.

A(4.) Federal Project Officer/ Program Official

The name and contact information of the DOL Federal Project Officer (FPO) or Program Official (PO) for this award is found on the first page of this Notice of Award in field #10.

This individual is your main point of contact with DOL. The individual is not authorized to change any of the terms or conditions of the award or approve prior approval requests. Any changes to the terms or conditions or prior approvals must be approved by the Grant Officer through the use of a formally executed award amendment process.

A(5.) System for Award Management (SAM.gov)

A SAM.gov registration is required for an entity to be able to apply for Federal awards, to request amendments to existing awards, and to enable them to closeout expiring awards. See Training and Employment Notice (TEN) 18-17 for additional guidance.

Unless exempt from this requirement under 2 CFR 25.110, the recipient must maintain a current and active registration in SAM.gov. The recipient's registration must always be current and active until the recipient submits all final reports required under this Federal award or receives the final payment, whichever is later. The recipient must review and update its information in SAM.gov at least annually from the date of its initial registration or any subsequent updates to ensure it is current, accurate, and complete. If applicable, this includes identifying the recipient's immediate and highest-level owner

and subsidiaries and providing information about the recipient's predecessors that have received a Federal award or contract within the last three years.

Effective on April 4, 2022, the DUNS Number was replaced by a new, non-proprietary identifier requested in and assigned by SAM.gov. This new identifier is called the Unique Entity Identifier (UEI), or the Entity ID. To learn more about how to access your UEI, please visit the U.S. General Service Administration (GSA), Unique Entity Identifier Update webpage.

If the recipient is authorized to make subawards under this Federal award, then the recipient:

1. Must notify potential subrecipients that no entity may receive a subaward until the entity has provided its UEI to the recipient.
2. Must not make a subaward to an entity unless the entity has provided its UEI to the recipient. Subrecipients are not required to complete full registration in SAM.gov to obtain a UEI.

For the purposes of this award term:

System for Award Management (SAM.gov) means the Federal repository into which a recipient must provide the information required for the conduct of business as a recipient. Additional information about registration procedures may be found in SAM.gov (currently at https://www.sam.gov).

Entity is defined at 2 CFR 25.400 and includes all of the following types as defined in 2 CFR 200.1:

(1) Non-Federal entity;

(2) Foreign organization;

(3) Foreign public entity;

(4) Domestic for-profit organization; and

(5) Federal agency.

Subaward has the meaning given in 2 CFR 200.1.

Subrecipient has the meaning given in 2 CFR 200.1.

DOL advises Federal financial assistance award recipients registered in SAM.gov to frequently review their registration information, particularly their financial information

and points of contact. Assistance is available by contacting the Federal Service Desk at FSD.gov.

DOL routinely checks the validity of a recipient's SAM.gov registration and verifies that the recipient is not included on the excluded parties list before making an award or approving a modification to an existing award. Failure to have an active SAM.gov registration can delay award recipients from receiving their initial award or requested modifications to their existing awards.

DOL further encourages award recipients to review the expiration date of their SAM.gov registration and begin the renewal process well in advance, to ensure that their registration remains valid. If the award recipient has not logged in and updated its entity registration record within at least the past 365 days, its record will expire and go into inactive status. Timely renewal will ensure that the award recipient can continue to request and receive modifications to their existing grants, as well as apply for new funding opportunities. Further, the Employer Identification Number (EIN) must remain active until the award closeout process is fully completed.

A(6.) Profit

The recipient and subrecipients are prohibited from earning a profit resulting from the implementation of this award. As directed in 2 CFR 200.400(g), recipients and subrecipients may not earn or keep any profit resulting from Federal financial assistance unless explicitly authorized in the Federal award.

A(7.) Subawards

A *subaward* means an award provided by a pass-through entity to a subrecipient for the subrecipient to contribute to the goals and objectives of the project by carrying out part of a Federal award received by the pass-through entity. It does not include payments to a contractor, beneficiary, or participant. A subaward may be provided through any form of legal agreement consistent with criteria in 2 CFR 200.331, including an agreement the pass-through entity considers a contract.

The provisions of the Terms and Conditions of this award must be applied to any subrecipient under this award. The recipient is responsible for ensuring that the Terms and Conditions and all other information required in 2 CFR 200.332(b) are in all subaward packages, and monitoring the subrecipient, including to ensure that the subrecipient complies with all applicable Federal statutes, regulations, and the Terms and Conditions of this award (2 CFR 200.101(b) and .332).

A(8.) Contracts

A *contract* means a legal instrument by which a recipient or subrecipient conducts procurement transactions under a Federal award. Additional guidance on distinguishing between a subrecipient and a contractor is provided in 2 CFR 200.331. When procuring contractors for goods and services, DOL/ETA recipients and subrecipients must follow

the procurement requirements, including the requirement for full and open competition, found at 2 CFR 200.318 through 200.327 (except states and Indian tribes, which must follow 2 CFR 200.317).

A(9.) Technical Assistance, Resources, and Information

Additional resources, 508-compliant PowerPoints, training, and resources to assist the award recipient are located on the ETA Resources webpage and on the Grants Application and Management collection page on WorkforceGPS.org. SMART training is a technical assistance initiative sponsored by DOL/ETA to assist its award recipients and subrecipients in improving its program/project operations through effective grants management. Please take some time to review the training modules which are focused on:

Strategies for sound grant management that include:
Monitoring,
Accountability,
Risk mitigation and
Transparency.

Questions regarding the content may be directed to compliance.policy@dol.gov.

A(10.) Monitoring, Technical Assistance, and Additional Specific Conditions of Award

All award recipients and subrecipients, including states and territories managing the Unemployment Insurance programs, may have the specific conditions of their award adjusted (2 CFR 200.208). A specific condition is based on an analysis of the following factors:

1. Review of OMB-designated repositories of government-wide data (for example, *SAM.gov*) or review of its risk assessment (See 200.206);
2. The recipient's or subrecipient's history of compliance with the terms and conditions of Federal awards;
3. The recipient's or subrecipient's ability to meet expected performance goals as described in 2 CFR 200.211; or
4. A determination of whether a recipient or subrecipient has inadequate financial capability to perform the Federal award.

Specific conditions may include the following:

1. Requiring payments as reimbursements rather than advance payments;
2. Withholding authority to proceed to the next phase until receipt of evidence of acceptable performance;
3. Requiring additional or more detailed financial reports;
4. Requiring additional project monitoring;
5. Requiring the recipient or subrecipient to obtain technical or management assistance; or

6. Establishing additional prior approvals.

Award recipients may be required to obtain technical or compliance assistance through an established provider/contractor that has been selected or hired by DOL/ETA that may include in-person or remote assistance.

A(11.) Evaluation, Data, and Implementation

Award recipients must cooperate during the implementation of a third-party evaluation. This means providing DOL/ETA or its authorized contractor with the appropriate data and access to program operating personnel and participants in a timely manner.

A(12.) Conflict of Interest

Recipients and subrecipients of federal assistance must have a written policy in place on conflicts of interest, including organizational conflicts of interest. The policy must include the process the recipient or subrecipient will take to identify, avoid, remove, and remedy conflicts of interest.

Federal assistance recipients must disclose in writing any real or potential conflict of interest to DOL. The disclosure must notify the Grant Officer through written letter or email and contain the appropriate grant number.

A conflict of interest occurs when an entity or individual's objectivity becomes impaired because there is a conflict between personal or self-serving interests and professional duties or responsibilities. Such a conflict occurs when an organization or individual has a vested interest, such as financial, status, knowledge, relationships, or reputation, which puts into question whether their actions, judgment, or decision-making can be unbiased. A conflict of interest can also arise when actions are taken or may appear to be taken by any entity involved in more than one role, such that the performance of that entity in one role affects its interest in its other role, thereby making it difficult for the entity to perform a grant process objectively and impartially.

A potential conflict of interest occurs when it is reasonably foreseeable that an entity or individual's objectivity could become impaired in the future due to a conflict between personal or self-serving interests and professional duties or responsibilities.

An organizational conflict of interest occurs when, because of relationships with a parent company, affiliate, or subsidiary organization, the recipient or subrecipient is unable or appears to be unable to be impartial in conducting a grant action involving a related organization. Such conflicts may be actual or potential.

DOL requires that recipients of Federal funds use them in the best interest of the award program and therefore grant decisions must be free of undisclosed conflicts of interest including those that are real or potential conflicts, whether individual or organizational. When there are disclosed conflicts of interest in grant decisions, the recipient must notify DOL and take remedial action to resolve or mitigate the conflict.

The signatory authority or authorized official identified on the SF-424 application further certifies through their signature on the SF-424 application that any potential conflict of interest has been identified to the appropriate Grant Officer.

PART B: INDIRECT COSTS, BUDGET, AND COST SHARE

B(1.) Indirect Cost Rate and Cost Allocation Plan

An award recipient that is claiming indirect costs to a Federal award must have a Negotiated Indirect Cost Rate Agreement (NICRA), Cost Allocation Plan (CAP), or elect to utilize the de minimis rate of 15% of modified total direct costs (MTDC). Indirect costs are costs incurred for a common or joint purpose that benefit more than one cost objective and are not readily assignable to one cost objective without specifically benefitting effort disproportionate to the results achieved. Direct costs, by contrast, can be identified specifically with a particular cost objective, such as a Federal award, or other internally or externally funded activity that can be directly assigned to such activities relatively easily with a high degree of accuracy. The association of costs with a Federal award determines whether costs are direct or indirect.

If the DOL serves as the Federal Cognizant Agency (FCA) for the award recipient, then the award recipient must work with DOL's Cost & Price Determination Division (CPDD), which has delegated authority to negotiate and issue a NICRA or CAP on behalf of the Federal Government. More information about the DOL's CPDD is available at DOL's Cost & Price Determination Division (CPDD) website and provides guidelines to help develop indirect cost rates, links to the applicable cost principles, and contact information. The CPDD also has Frequently Asked Questions to provide general information about the indirect cost rate approval process and due dates for provisional and final indirect cost rate proposals.

If a new NICRA is issued during the award's period of performance, it must be provided to DOL within 30 days of issuance. Funds may be re-budgeted as necessary between direct cost categories as long as they are consistent with the Budget Flexibility term within this agreement, grant requirements, and DOL regulations on prior approval. However, the total amount of the award will not be increased.

Option	NICRA or CAP
__x_ (1)	The award recipient has a federally approved NICRA or CAP covering the entirety or a portion of the grant period of performance is included as Attachment F. If the NICRA or CAP covers only a portion of the period of performance, a new approved NICRA or CAP will need to be provided for the remaining portion of the period of performance. Once approved, the NICRA or CAP must be submitted to your Federal Project Officer.

Option	NICRA or CAP
____ (2)	The award recipient has elected to use the De Minimis Rate of 15% of Modified Total Direct Costs (MTDC). To avoid a serious inequity in the distribution of indirect cost, DOL defines MTDC as all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first $50,000 of each subaward or subcontract (regardless of the period of performance of the subawards and subcontracts under the award). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward or subcontract in excess of $50,000. See 2 CFR 200.414(f) for more information on use of the de minimis rate. Please be aware that incurred indirect-type costs (such as but not limited to top management salaries, financial oversight, human resources, payroll, personnel, auditing costs, accounting and legal, etc. used for the general oversight and administration of the organization) must not be classified as direct costs; these types of costs are recovered as part of charging the de minimis rate. To use de minimis, the award recipient must not have a current negotiated (including provisional) rate. A governmental department or agency that receives more than $35 million in direct Federal funding must submit its indirect cost rate proposal to its cognizant agency for indirect costs in accordance with Appendix VII(D). De minimis may be used indefinitely. When applying the de minimis rate, costs must be consistently charged as either direct or indirect costs and may not be double charged or inconsistently charged as both. Once elected, the recipient or subrecipient must use the de minimis rate for all Federal awards until such time as the award recipient or subrecipient chooses to receive a negotiated rate.

Option	NICRA or CAP
_____ (3)	The award recipient has claimed indirect costs on the SF-424A; however, a NICRA or CAP approved by the FCA was not provided and the award recipient did not elect to utilize the de minimis rate of 15% of MTDC. An approved NICRA or CAP must be submitted to the Grant Officer, or the award recipient must elect to utilize the de minimis rate of 15% of MTDC to charge indirect costs to the Federal award. **If the award recipient elects to utilize the de minimis rate of 15% of MTDC, the award recipient must notify the Grant Officer in writing.** **If the award recipient utilizes a NICRA or CAP, only the de minimis rate of 15% of MTDC will be released to support the indirect costs in the absence of a NICRA or CAP approved by the FCA**. The remaining funds which have been awarded for indirect costs are restricted and may not be used for any purpose until the recipient provides a signed copy of the NICRA or CAP agreement. As the award recipient, an indirect cost rate proposal or CAP must be submitted to the FCA within 90 days of award. If the FCA for indirect costs is DOL, these documents should be submitted to the DOL's Cost & Price Determination Division (CPDD). Otherwise, they should be submitted to the award recipient's FCA. Alternatively, the award recipient may request the de minimis rate if eligible (see section b. above). In addition, the recipient must notify the FPO that the documents have been submitted to the appropriate FCA.
_____ (4)	The award recipient elected to exclude indirect costs from the proposed budget. Administrative and clerical staff salaries should only be classified as direct costs if they meet the conditions specified in 2 CFR 200.413(c). If indirect costs are misclassified as direct costs, per the guidelines at 2 CFR 200.412 - 414, such costs may become disallowed through an audit or compliance review conducted by a Federal staff person. Please be aware that incurred indirect costs (such as but not limited to top management salaries, financial oversight, human resources, payroll, personnel, auditing costs, accounting and legal, etc. used for the general oversight and administration of the organization) must not be classified as direct costs; these types of costs are indirect costs. Only direct costs, as defined by the cost principles contained in the Uniform Guidance will be charged.

B(2.) Indirect Cost Rate – Financial Reporting for NICRA and De Minimis

All award recipients with an approved NICRA or de minimis rate must report indirect costs on their **FINAL** ETA-9130 Financial Report. If an award recipient has a NICRA and a CAP, only the indirect costs tied to the NICRA are reported on the FINAL ETA-9130 Financial Report. The grant recipient may refer to the ETA-9130 Report for additional guidance.

B(3.) Budget - Approved

The award recipient's budget documents are attached in this NOA. The documents are: 1) the SF-424, included as Attachment A; 2) the SF-424A, included as Attachment B; and 3) the Budget Narrative, included as Attachment C. The award recipient must confirm that all costs are allowable, reasonable, necessary, and allocable before charging any expense. Pursuant to 2 CFR Part 2900, the approval of the budget as awarded does not constitute prior approval of those items specified in 2 CFR part 200 and 2 CFR part 2900 or as a part of the grant award as requiring prior approval. The Grant Officer is the only official with the authority to provide such approval.

Any changes to the budget that impact the Statement of Work (SOW) and agreed upon outcomes or deliverables will require a request for modification and prior approval from the Grant Officer.

All period of performance extensions, including no-cost and one-time extensions, require prior approval from the Grant Officer. If the period of performance will include multiple budget periods, subsequent budget periods are subject to the availability of funds, program authority, satisfactory performance, and compliance terms and conditions of the Federal award.

Unless otherwise authorized in a grant award or cooperative agreement or subsequent modification, recipients must expend funds with the shortest period of availability first.

B(4.) Budget Flexibility

Award recipients are not permitted to make transfers that would cause any funds to be used for purposes other than those consistent with this Federal program. Any budget changes that impact the SOW and agreed upon outcomes or deliverables require a request for modification and approval from the Grant Officer.

Any request for a budget modification or non-competing extension of the final budget should be submitted to the Grant Officer, in writing, at least 30 days before the Period of Performance is scheduled to expire. Such requests usually are for a period of up to 12 months.

As directed in 2 CFR 200.308(i), for programs where the Federal share is over the Simplified Acquisition Threshold (SAT) (currently $250,000), the transfer of funds among direct cost categories (for example, personnel, travel, and supplies) or programs, functions, and activities is restricted such that if the cumulative amount of a transfer exceeds or is expected to exceed 10% of the total budget, including cost share, as last approved by the Federal agency, the award recipient must receive prior approval from the Grant Officer. Any changes within a specific cost category on the SF-424A do not require a grant modification unless the change results in a cumulative transfer among direct cost categories exceeding 10% of total budget. It is recommended that the assigned Federal Project Officer or point of contact review any within-line changes to

the award recipient's budget prior to implementation to ensure they do not require a modification.

For programs where the Federal share of the project is below the SAT of $250,000, recipients are not required to obtain the Grant Officer's approval when transferring funds among direct cost categories.

B(5.) Non-Federal Cost Sharing

Scaling Track Grants Only

This award includes a non-Federal cost sharing requirement equaling 15 % of the total Federal share of costs. The costs that the award recipient incurs in fulfilling its cost sharing requirement are subject to the same requirements, including the cost principles, that are applicable to the use of Federal funds. Such costs must be reasonable, allocable and allowable to the program. In addition, those costs must adhere to the guidelines specified in 2 CFR 200.306 and be verifiable in the recipient's records with proof that prior approval, where required, was obtained. Cost sharing funds must be expended as required at 2 CFR Part 2900 before they can be recognized and reported as cost sharing on the SF-425 or ETA-9130 report. Whether in cash or in-kind, the non-Federal share is expected to adhere to the same cost limitations.

The cost sharing requirement must be met at the time all such funds have been expended or the period of availability of such funds has expired, whichever comes first. If the required contribution is not met, award recipients will be responsible for reimbursing DOL/ETA the amount of unmet cost sharing contribution when the award is closed. Cost sharing must be reported on the quarterly SF-425 or ETA-9130 Federal financial report under the Recipient Share section. Cost sharing funds must be expended as required at 2 CFR Part 2900 before they can be recognized and reported as cost sharing on the SF-425 or ETA-9130 report.

PART C: FUNDS MANAGEMENT

C(1.) Funds – Payment Management System (PMS)

Upon receipt of a NOA, to draw funds from the U.S. Department of Health and Human Services (HHS) Payment Management System (PMS), an active account must be established. To establish an account, award recipients must complete an SF-1199A and PMS Access form (shown as the PMS New User Access Request on the PMS website) (User Access). Federal award recipients do not need to complete these forms if they already have an account with PMS.

C(2.) Funds - Return & Refunds

DOL does not accept paper checks for any type of returned funds. For active grants, all return of funds are to be submitted electronically through the PMS operated by the HHS via the same method as a drawdown. For grants that have been cancelled or are expired

(typically older than five years), incoming payments, including returns and recoveries to DOL, must be made via the Pay.gov website.

If there are questions regarding the return of funds, or your organization no longer has access to PMS, contact the DOL/ETA, Office of Financial Administration via email at: ETA-ARteamdol.gov for further assistance.

PART D: COSTS - LIMITATIONS, ITEMS, AND RESTRICTIONS

D(1.) Consultants

For the purposes of this grant award, the Grant Officer has determined that fees paid to a consultant who provides services under a program shall be limited to $815.00 a day (representing an eight-hour workday). Such costs must be reasonable, allocable, and allowable to the program. Any fees paid in excess of this amount cannot be paid without prior approval from the Grant Officer.

D(2.) Equipment and Other Capital Assets

To purchase capital assets (including equipment), the award recipient must submit a request and receive **prior written approval** from the Grant Officer as defined in the Uniform Guidance at 2 CFR 200.1 and 200.439. A request to purchase capital assets (equipment) will be reviewed and approved in an amendment to the award.

See 2 CFR 200.1 for the definitions of capital expenditures, equipment, special purpose equipment, general purpose equipment, and capital assets.

The capital asset of equipment is defined as tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost that equals or exceeds the lesser of the capitalization level established by the recipient or subrecipient for financial statement purposes, or $10,000.

Being awarded this grant ***does not*** automatically mean that the equipment specified in the approved budget or SOW is approved by the Grant Officer, 2 CFR Part 2900. The recipient must submit a detailed list describing the planned purchases to the FPO for review within 90 days of the NOA date. Recipients are strongly encouraged to submit requests to purchase equipment as early as possible in the grant's period of performance with as many planned pieces of equipment as possible.

Recipients may not purchase equipment during the last year of the period of performance or the last year of full program service delivery (not follow-up activities), whichever comes first. If any approved acquisition has not occurred prior to the last funded year of performance, approval for that item will be rescinded.

D(3.) Pre-Award Costs

All costs incurred by the award recipient prior to the start date specified in the grant award issued by the Department are ***incurred at the recipient's own expense.***

D(4.) Program Income

The Addition method as described in 2 CFR 200.307 must be used in allocating any program income generated for this awards award. The award recipient must expend all program income prior to drawing down any additional funds as required at 2 CFR 200.305(b)(5) and 2 CFR 200.307(b). The DOL will require any program income remaining at the end of period of performance to be returned to DOL. In addition, award recipient(s) must report program income on the quarterly financial report using the applicable ETA-9130 or SF-425 reports.

For the YouthBuild program, please refer to 20 CFR 688.590 for guidance on program income.

D(5.) Travel

This award waives the prior approval requirement for domestic travel as contained in 2 CFR 200.475. For domestic travel to be an allowable cost, it must be necessary, allowable, reasonable, allocable and conform to the recipient's or subrecipient's written policies and procedures. All travel must also comply with Fly America Act (49 USC 40118), which states in part that any air transportation, regardless of price, must be performed by, or under a code-sharing arrangement with, a U.S. Flag air carrier if service provided by such carrier is available.

D(6.) Travel – Foreign

Foreign travel is not allowable except with prior written approval from the Grant Officer through the process described in 2 CFR 200.407 and 2 CFR Part 2900. All travel, both domestic and Grant Officer approved foreign travel, must comply with the Fly America Act (49 USC 40118), which states in part that any air transportation, regardless of price, must be performed by, or under a code-sharing arrangement with, a U.S. Flag air carrier if service provided by such carrier is available.

D(7.) Travel – Mileage Reimbursement Rates

Pursuant to 2 CFR 200.475(a), recipients and subrecipients may charge travel costs on an actual cost basis, on a per diem or mileage basis, or on a combination of the two, provided the method used is applied to an entire trip and not to selected days of the trip. The method used must be consistent with those normally allowed in like circumstances in the recipient's or subrecipient's other activities and in accordance with the recipient's or subrecipient's established written travel reimbursement policies. In the absence of an

established written policy regarding travel costs, the rates and amounts established under 5 U.S.C. 5701-11 ("Travel and Subsistence Expenses; Mileage Allowances"), by the Administrator of General Services, or by the President (or their designee) pursuant to any provisions of such subchapter must apply to travel under Federal awards (48 CFR 31.205-46(a)). Mileage rates must be checked annually at GSA's Privately Owned Vehicle (POV) Mileage Reimbursement Rates webpage to ensure compliance.

D(8.) Conferences and Conference Space

Conferences sponsored in whole or in part by the award recipient are allowable if the conference is necessary and reasonable for the successful performance of the Federal award. Award recipients are urged to use discretion and good judgment to ensure that all conference costs charged to the grant are appropriate and allowable. For more information on the requirements and the allowability of costs associated with conferences, refer to 2 CFR 200.432. Recipients will be held accountable to the requirements in 2 CFR 200.432. Therefore, costs that do not comply with 2 CFR 200.432 will be questioned and may be disallowed.

D(9.) Hotel-Motel Fire Safety

Pursuant to 15 U.S.C. 2225a, the recipient must ensure that all space for conferences and conventions or training seminars funded in whole or in part with Federal funds complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act (P.L. 101-391, as amended). Recipients may search the Hotel-Motel National Master List to see if a property is in compliance, or to find other information about the Act.

PART E: REPORTING, AUDIT, AND CLOSEOUT

E(1.) Reports – Financial Reports

All ETA award recipients are required to submit quarterly financial and narrative progress reports for each award.

1) **Financial Reports.** All ETA award recipients are required to report financial data on the ETA-9130 Financial Report. Reporting quarter end dates are March 31, June 30, September 30, and December 31. ETA-9130 reports are due no later than 45 calendar days after the end of each specified reporting quarter. Due to the configuration of Payment Management System (PMS), the ETA-9130 financial report for the quarter ending March 31st is due on May 16th.

Quarter End Date	Quarterly ETA-9130 Due Date
March 31st	May 16th
June 30th	August 15th
September 30th	November 15th
December 31st	February 15th

A final financial report must be submitted no later than 120 calendar days after the quarter encompassing the award end date ends, or 120 calendar days after the completion of the quarter in which all funds have been expended, whichever comes first. For additional guidance on ETA's financial reporting, reference ETA-9130 Financial Reporting Resources.

The instructions for accessing both the online financial reporting system and cash drawdowns using the HHS PMS can be found in the transmittal memo accompanying this NOA.

E(2.) Reports – Narrative Progress Reports

1) **Narrative Progress Reports**. Award recipients are required to submit quarterly and final narrative reports on grant activities funded under this award. All reports are due no later than 45 calendar days after the end of each specified reporting quarter. Reporting quarter end dates are March 31, June 30, September 30, and December 31.

    a) The last quarterly progress report that award recipients submit will serve as the grant's Final Performance Report. This report should provide both ***quarterly and cumulative*** information on the award's activities. It must summarize project activities, employment outcomes and other deliverables, and related results of the project.

    b) The award recipient shall use any standard forms and instructions to report on training and employment outcomes and other data relating to the progress reports as provided by ETA.

    c) The award recipient shall utilize standard reporting processes and electronic reporting systems to submit their quarterly progress reports as provided by ETA.

E(3.) Federal Funding Accountability and Transparency Act (FFATA or Transparency Act)

The prime recipient is responsible for reporting quality subaward data to the Federal Funding Accountability and Transparency Act (FFATA) of 2006 Subaward Reporting System (FSRS) that is subsequently displayed on USAspending.gov. Federal award and subaward descriptions are critical to informing the public of Federal spending by providing the public with an understanding of the purpose of the Federal award provided to the recipient. Recipients should include descriptions about award-specific activities and avoid acronyms or Federal or agency-specific terminology.

Applicable to grants and cooperative agreements:

I. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION

(a) *Reporting of first-tier subawards —*

(1) *Applicability.* Unless the recipient is exempt as provided in paragraph (d) of this award term, the recipient must report each subaward that equals or exceeds $30,000 in Federal funds for a subaward to an entity or Federal agency. The recipient must also report a subaward if a modification increases the Federal funding to an amount that equals or exceeds $30,000. All reported subawards should reflect the total amount of the subaward.

(2) *Reporting Requirements.* (i) The entity or Federal agency must report each subaward described in paragraph (a)(1) of this award term to the Federal Funding Accountability and Transparency Act Subaward Reporting System (FSRS) at *http://www.fsrs.gov*.

(ii) For subaward information, report no later than the end of the month following the month in which the subaward was issued. (For example, if the subaward was made on November 7, 2025, the subaward must be reported by no later than December 31, 2025).

(b) *Reporting total compensation of recipient executives for entities —*

(1) *Applicability.* The recipient must report the total compensation for each of the recipient's five most highly compensated executives for the preceding completed fiscal year if:

(i) The total Federal funding authorized to date under this Federal award equals or exceeds $30,000;

(ii) in the preceding fiscal year, the recipient received:

(A) 80 percent or more of the recipient's annual gross revenues from Federal procurement contracts (and subcontracts) and Federal awards (and subawards) subject to the Transparency Act; and

(B) $25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal awards (and subawards) subject to the Transparency Act; and,

(iii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986 after receiving this subaward. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at *http://www.sec.gov/answers/execomp.htm*.)

(2) *Reporting Requirements.* The recipient must report executive total compensation described in paragraph (b)(1) of this appendix:

(i) As part of the recipient's registration profile at *https://www.sam.gov*.

(ii) No later than the month following the month in which this Federal award is made, and annually after that. (For example, if this Federal award was made on November 7, 2025, the executive total compensation must be reported by no later than December 31, 2025.)

(c) *Reporting of total compensation of subrecipient executives—*

(1) *Applicability.* Unless a first-tier subrecipient is exempt as provided in paragraph (d) of this appendix, the recipient must report the executive total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if:

(i) The total Federal funding authorized to date under the subaward equals or exceeds $30,000;

(ii) In the subrecipient's preceding fiscal year, the subrecipient received:

(A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal awards (and subawards) subject to the Transparency Act; and,

(B) $25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal awards (and subawards) subject to the Transparency Act; and

(iii) The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986after receiving this subaward. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at *http://www.sec.gov/answers/execomp.htm.*)

(2) *Reporting Requirements.* Subrecipients must report to the recipient their executive total compensation described in paragraph (c)(1) of this appendix. The recipient is required to submit this information to the Federal Funding Accountability and Transparency Act Subaward Reporting System (FSRS) at *http://www.fsrs.gov* no later than the end of the month following the month in which the subaward was made. (For example, if the subaward was made on November 7, 2025, the subaward must be reported by no later than December 31, 2025).

(d) *Exemptions.* (1) A recipient with gross income under $300,000 in the previous tax year is exempt from the requirements to report:

(i) Subawards, and

(ii) The total compensation of the five most highly compensated executives of any subrecipient.

(e) *Definitions.*

For purposes of this award term:

Entity includes:

(1) Whether for profit or nonprofit:

(i) A corporation;

(ii) An association;

(iii) A partnership;

(iv) A limited liability company;
(v) A limited liability partnership;
(vi) A sole proprietorship;
(vii) Any other legal business entity;
(viii) Another grantee or contractor that is not excluded by subparagraph (2); and
(ix) Any State or locality;

(2) Does not include:
(i) An individual recipient of Federal financial assistance; or
(ii) A Federal employee.

Executive means an officer, managing partner, or any other employee holding a management position.

Subaward has the meaning given in 2 CFR 200.1.

Subrecipient has the meaning given in 2 CFR 200.1.

Total Compensation means the cash and noncash dollar value an executive earns during an entity's preceding fiscal year. This includes all items of compensation as prescribed in 17 CFR 229.402(c)(2).

E(4.) Integrity and Performance Matters – FAPIIS

I. REPORTING OF MATTERS RELATED TO RECIPIENT INTEGRITY AND PERFORMANCE

(a) *General Reporting Requirement.*

(1) If the total value of your active grants, cooperative agreements, and procurement contracts from all Federal agencies exceeds $10,000,000 for any period of time during the period of performance of this Federal award, then you as the recipient must ensure the information available in the responsibility/qualification records through the System for Award Management (*SAM.gov*), about civil, criminal, or administrative proceedings described in paragraph (b) of this award term is current and complete. This is a statutory requirement under section 872 of Public Law 110-417, as amended (41 U.S.C. 2313). As required by section 3010 of Public Law 111-212, all information posted in responsibility/qualification records in *SAM.gov* on or after April 15, 2011 (except past performance reviews required for Federal procurement contracts) will be publicly available.

(b) *Proceedings About Which You Must Report.*

(1) You must submit the required information about each proceeding that—

(i) Is in connection with the award or performance of a grant, cooperative agreement, or procurement contract from the Federal Government;
(ii) Reached its final disposition during the most recent five-year period; and
(iii) Is one of the following—
(A) A criminal proceeding that resulted in a conviction;
(B) A civil proceeding that resulted in a finding of fault and liability and payment of a monetary fine, penalty, reimbursement, restitution, or damages of $5,000 or more;
(C) An administrative proceeding that resulted in a finding of fault and liability and your payment of either a monetary fine or penalty of $5,000 or more or reimbursement, restitution, or damages in excess of $100,000; or
(D) Any other criminal, civil, or administrative proceeding if—
(*1*) It could have led to an outcome described in paragraph (b)(1)(iii)(A) through (C);
(*2*) It had a different disposition arrived at by consent or compromise with an acknowledgment of fault on your part; and
(*3*) The requirement in this award term to disclose information about the proceeding does not conflict with applicable laws and regulations.

(c) *Reporting Procedures.* Enter the required information in *SAM.gov* for each proceeding described in paragraph (b) of this award term. You do not need to submit the information a second time under grants and cooperative agreements that you received if you already provided the information in *SAM.gov* because you were required to do so under Federal procurement contracts that you were awarded.

(d) *Reporting Frequency.* During any period of time when you are subject to the requirement in paragraph (a) of this award term, you must report proceedings information in *SAM.gov* for the most recent five-year period, either to report new information about a proceeding that you have not reported previously or affirm that there is no new information to report. If you have Federal contract, grant, and cooperative agreement awards with a cumulative total value greater than $10,000,000, you must disclose semiannually any information about the criminal, civil, and administrative proceedings.

(e) *Definitions.* For purposes of this award term—
Administrative proceeding means a non-judicial process that is adjudicatory in nature to make a determination of fault or liability (for example, Securities and Exchange Commission Administrative proceedings, Civilian Board of Contract Appeals proceedings, and Armed Services Board of Contract Appeals

proceedings). This includes proceedings at the Federal and State level but only in connection with the performance of a Federal contract or grant. It does not include audits, site visits, corrective plans, or inspection of deliverables.

Conviction means a judgment or conviction of a criminal offense by any court of competent jurisdiction, whether entered upon a verdict or a plea, and includes a conviction entered upon a plea of nolo contendere.

Total value of currently active grants, cooperative agreements, and procurement contracts includes the value of the Federal share already received plus any anticipated Federal share under those awards (such as continuation funding).

E(5.) Audits

Single (organization-wide) or program-specific audits must be performed in accordance with 2 CFR part 200, subpart F, the Audit Requirements of the Uniform Guidance. Non-federal entities (as defined in 2 CFR 200.1) that expend $1,000,000 or more in a year from any Federal awards must have an audit conducted for that year in accordance with the requirements contained in subpart F. All other audit reports are submitted through the Federal Audit Clearinghouse.

The updated audit and major program determination thresholds of $1,000,000 apply to grant recipient fiscal years beginning on or after October 1, 2024.

For fiscal years beginning before October 1, 2024, auditors must adhere to the version of the Uniform Guidance in effect prior to October 1 and must not apply any compliance requirements from the 2024 Uniform Guidance revisions.

For grant recipients who would like an extension on their audit report submission, they should first contact their assigned FPOs.

All submissions will need to be made through the new FAC (Federal Audit Clearinghouse) hosted by GSA.

E(6.) Closeout/Final Year Requirements

At the end of the grant period, the award recipient will be required to close the grant with the DOL. The grant award and cooperative agreement recipient will be notified approximately 15 days prior to the end of the period of performance that the closeout process will begin when the period of performance ends. See ETA's Grant Closeout webpage for further information on the closeout process. The recipient's responsibilities at closeout may be found at 2 CFR 200.344. During the closeout process, the award recipient must be able to provide documentation for all direct and indirect costs that are incurred. For instance, if an organization is claiming indirect costs, the required documentation is a NICRA or CAP issued by the award recipient's FCA. For those

approved to utilize a de minimis rate for indirect costs, the grant agreement or cooperative agreement is sufficient documentation. Not having documentation for direct or indirect costs will result in costs being disallowed and subject to debt collection.

Administrative costs associated with the closeout activities of a Federal award (for example, salaries of personnel preparing final reports, publication and printing costs, costs associated with the disposition of equipment and property, and related indirect costs) are allowable through your NICRA, CAP, de minimis, or directly charged, as applicable, before the final Federal financial report is due (see 2 CFR 200.472(b)). Such costs cannot exceed any administrative cost limitation. The only liquidation that can occur during closeout is the liquidation of accrued expenditures (NOT financial obligations) for goods and/or services received during the period of performance specified in this award (see 2 CFR 2900).

PART F: NATIONAL POLICY AND RESTRICTIONS

F(1.) Architectural Barriers

The Architectural Barriers Act of 1968, 42 U.S.C. 4151 et seq., as amended, the Federal Property Management Regulations (see 41 CFR 102-76), and the Uniform Federal Accessibility Standards issued by the U.S. General Services Administration (GSA) (see 36 CFR 1191, Appendixes C and D) set forth requirements to make facilities accessible to, and usable by, the physically handicapped and include minimum design standards. All new facilities designed or constructed with grant support must comply with these requirements.

F(2.) Domestic Preferences for Procurements and the Build America, Buy America Act

The recipient or subrecipient should, to the greatest extent practicable and consistent with law, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products). The requirements of 2 CFR 200.322 must be included in all subawards, contracts, and purchase orders under this award.

For purposes of the paragraph above:

(1) “Produced in the United States” means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.

(2) “Manufactured products” means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

WIOA title I funds and Wagner-Peyser Act Employment Service funds: these funds must be expended consistent with the requirements of 41 U.S.C. 8301-8303, commonly referred to as the Buy American Act (BAA). See WIOA section 502(a), 29 U.S.C. 3342(a). In the case of any equipment or product that may be authorized to be purchased with financial assistance provided using funds made available under WIOA title I or the Wagner-Peyser Act (29 U.S.C. 49 et seq.), it is the sense of Congress that entities receiving the assistance should, in expending the assistance, purchase only American-made equipment and products.

Non-WIOA title I and non-Wagner Peyser Act Employment Service funds for infrastructure projects: On November 12, 2021, the Build America, Buy America Act (BABAA) was enacted (Public Law 117-58, title IX, subtitle A). For infrastructure projects as defined in section 70912 and 2 CFR 184.3 and 184.4(c) and (d), recipients and subrecipients of non-WIOA title I and non-Wagner Peyser Act Employment Service funds must comply with the requirements of the BABAA (see sections 70911-70917) and OMB's implementing guidance at 2 CFR part 184. Section 70914 of the BABAA provides that none of the funds made available for a Federal financial assistance program for infrastructure may be obligated for a project unless all of the iron, steel, manufactured products, and construction materials used in the project are produced in the United States. This domestic content procurement preference in BABAA section 70914 must be included in all subawards, contracts, and purchase orders for the work performed, or products supplied using these funds. The OMB guidance in part 184 is effective for awards made on or after October 23, 2023. For awards made between May 14, 2022 and October 22, 2023, recipients and subrecipients are subject to OMB Memorandum M-22-11.

F(3.) Drug-Free Workplace

The Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR 182 require that all award recipients receiving awards from any Federal agency maintain a drug-free workplace. The award recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension, termination, or debarment.

F(4.) Flood Insurance

The Flood Disaster Protection Act of 1973, as amended, 42 U.S.C. 4001 *et seq*., provides that no Federal financial assistance to acquire, modernize, or construct property may be provided in communities in the United States identified as flood-prone, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification. The flood insurance purchase requirement applies to both public and private applicants for the DOL support. Lists of flood-prone areas that are eligible for flood insurance are published in the Federal Register by Federal Emergency Management Agency (FEMA).

F(5.) Intellectual Property Rights, Open Licensing Rights, and the Bayh-Dole Act

The Federal Government reserves a paid-up, nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use for Federal purposes: the copyright in all products developed under the grant, including a subgrant or contract under the grant or subgrant; and any rights of copyright to which the award recipient, subrecipient or a contractor purchases ownership under an award (including but not limited to curricula, training models, technical assistance products, and any related materials). Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise.

Federal funds may not be used to pay any royalty or license fee for use of a copyrighted work, or the cost of acquiring by purchase a copyright in a work, where the DOL has a license or rights of free use in such work, although they may be used to pay costs for obtaining a copy which is limited to the developer/seller costs of copying and shipping.

If revenues are generated by selling products developed with grant funds, including intellectual property, these revenues are considered as program income. Program income must be used in accordance with the provisions of this grant award and 2 CFR 200.307.

The following language must be on all workforce products developed in whole or in part with grant funds:

"This workforce product was funded by a grant awarded by the U.S. Department of Labor (DOL)'s Employment and Training Administration. The product was created by the recipient and does not necessarily reflect the official position of DOL. DOL makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it."

As required at 2 CFR Part 2900, any intellectual property developed under a discretionary Federal award process must be in a format readily accessible and available for open licensing to the public, which allows subsequent users to copy, distribute, transmit and adapt the copyrighted work and attribute the work in the manner specified by the recipient.

All small business firms, and non-profit organizations (as defined in the link below, and including Institutions of Higher Education) must adhere to the Bayh-Dole Act, which requirements are provided at 37 CFR 401.3(a) and at Bayh-Dole Act Required ETA Grant Term. To summarize, these requirements describe the ownership of intellectual property rights and the government's nonexclusive, nontransferable, irrevocable, paid-up license to use any invention conceived or first actually reduced to practice in the performance of work under this grant

award. These requirements are in addition to those found in the Intellectual Property Rights term above.

F(6.) Public Communications – Certain Information Requirement

Pursuant to Public Law (Pub.L.) 118-47, Division D, Title V, Section 505, when issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with Federal money, all recipients and subrecipients receiving Federal funds shall clearly state:

1) The percentage of the total costs of the program or project which will be financed with Federal money;
2) The dollar amount of Federal funds for the project or program; and
3) The percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

The requirements of this term are separate from those in 2 CFR Part 200 and, when applicable, both must be complied with.

F(7.) Participant Minimum Age

Pursuant to Pub.L. 118-47, Division D, Title I, Section 104, funds made available under section 414(c) of the American Competitiveness and Workforce Improvement Act of 1998 (29 U.S.C. 3224a) must only be used for training individuals and for the related activities necessary to support such training. This training must be in the occupations and industries for which employers are using H-1B visas to hire foreign workers, and it must be provided only to individuals who are older than 16 years of age and who are not currently enrolled in a school within a local educational agency.

F(8.) Equitable Delivery of Government Benefits and Equal Protection

The Department of Labor (Labor) seeks to affirmatively advance equity, civil rights and equal opportunity in the policies, programs, and services it provides. Therefore, consistent with Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government,* grant award and cooperative agreement recipients must execute the terms and conditions of their award in a manner that advances equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality. This extends to all award activities including, but not limited to, service delivery, selection of subrecipients and contractors, and procurement of goods and services. Government programs are designed to serve all eligible individuals. As an expectation, the Department of Labor's award recipients should make the goods and services they provide widely available with the goal of effectively serving a diverse population of eligible individuals; fairly, justly, and impartially in administering the grant award. Award recipients are encouraged to engage in contracting and subcontracting for goods and services related to performing the terms and conditions of their grants in such a way to achieve equity.

The term “equity” means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

The term “underserved communities” refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of “equity.”

F(9.) Harassment Prohibited

The award recipient and any subrecipients are prohibited from engaging in harassment of an individual based on race, color, religion, sex, national origin, age, disability, or political affiliation or belief, or, for beneficiaries, applicants, and participants only, based on citizenship status or participation in any WIOA Title I-financially assisted program or activity. Harassing conduct of this type is a violation of the nondiscrimination provisions of WIOA and of 29 CFR Part 38.

1. Unwelcome sexual advances, requests for sexual favors, or offensive remarks about a person's race, color, religion, sex, national origin, age, disability, political affiliation or belief, or citizenship or participation, and other unwelcome verbal or physical conduct based on one or more of these protected categories constitutes unlawful harassment on that basis(es) when:
    i. Submission to such conduct is made either explicitly or implicitly a term or condition of accessing the aid, benefit, service, or training of, or employment in the administration of or in connection with, any WIOA title I-financially assisted program or activity; or
    ii. Submission to, or rejection of, such conduct by an individual is used as the basis for limiting that individual's access to any aid, benefit, service, training, or employment from, or employment in the administration of or in connection with, any WIOA Title I-financially assisted program or activity; or
    iii. Such conduct has the purpose or effect of unreasonably interfering with an individual's participation in a WIOA Title I-financially assisted program or activity creating an intimidating, hostile or offensive program environment.
2. Harassment because of sex includes harassment based on gender identity or sexual orientation; harassment based on failure to comport with sex stereotypes; and harassment based on pregnancy, childbirth, and related medical conditions. Sex-based harassment may include harassment that is not sexual in nature but that is because of sex or where one sex is targeted for the harassment.

F(10.) Equal Participation of Faith-Based Organizations and Written Notice of Beneficiary Protections

On March 4, 2024, the United States Department of Labor, along with eight other agencies, issued the final rule Partnerships With Faith-Based and Neighborhood Organizations. The rule is available at 29 CFR 2.30 through 2.41.

(a) Under this final rule, a faith-based organization that participates in this award program retains its independence from Federal, State, and local Governments and may continue to carry out its mission consistent with religious freedom and conscience protections in Federal law.

(b) A faith-based organization may not use direct Federal financial assistance, whether received through an award or subaward, to support or engage in any explicitly religious activities. An organization receiving Federal financial assistance also must not, in providing services funded by DOL, or in conducting outreach activities related to such services, discriminate against a program beneficiary or prospective program beneficiary on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice.

(c) *Notice to beneficiaries of programs supported by direct Federal financial assistance.* Any organization providing services to beneficiaries under programs supported by direct Federal financial assistance from DOL, and any entity responsible for disbursing Federal funds as part of a program of indirect Federal financial assistance administered by DOL, must give the written notice shown below to beneficiaries and prospective beneficiaries:

Name of Organization:

Name of Program:

Type of Federal Financial Assistance: Direct

Contact Information for Program Staff: (provide name, phone number, and email address, if appropriate)

Because this program is supported in whole or in part by financial assistance from the Federal Government, we are required to let you know that:

(1) We may not discriminate against you on the basis of religion, a religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice;

(2) We may not require you to attend or participate in any explicitly religious activities (including activities that involve overt religious content such as worship, religious instruction, or proselytization) that are offered by our organization, and any participation by you in such activities must be purely voluntary;

(3) We must separate in time or location any privately funded explicitly religious activities (including activities that involve overt religious content such as worship, religious instruction, or proselytization) from activities supported with direct Federal financial assistance;

(4) You may report violations of these protections, including any denials of services or benefits by an organization, by contacting or filing a written complaint with the U.S. Department of Labor's Civil Rights Center, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210, or by email to *CRCExternalComplaints@dol.gov*; and

(5) If you would like to seek information about whether there are any other federally funded organizations that provide these kinds of services in your area, please call toll-free 1-877-US2-JOBS (1-877-872-5627) or TTY 1-877-889-5627.

This written notice must be given to you before you enroll in the program or receive services from the program, unless the nature of the service provided or exigent circumstances make it impracticable to provide such notice before we provide the actual service. In such an instance, this notice must be given to you at the earliest available opportunity.

F(11.) Personally Identifiable Information

The award recipient(s) must recognize and safeguard Personally Identifiable Information (PII) except where disclosure is allowed by prior written approval of the Grant Officer or by court order. Award recipients must meet the requirements in TEGL No. 39-11, Guidance on the Handling and Protection of PII.

In accordance with TEN 21-23, if it is the practice of the grant recipient to publish NOAs on a website accessible to the public, the Department recommends that the grant recipient redact or mask the Payment System ID to prevent unauthorized use of your accounts by fraudsters. Grant award or cooperative agreement recipients should email regenia.mitchell@psc.hhs.gov if they find that payments have been paid to a bank account other than their registered bank account. The subject line should read: Urgent! Payment Request Deposited to Incorrect Bank Account.

F(12.) Publicity and Lobbying/Advocacy

Publicity - Pursuant to Pub.L. 118-47, Division D, Title V, Section 503, the award recipient is not authorized to use any funds provided under this award—other than for normal and recognized executive–legislative relationships—for publicity or propaganda

purposes, for the preparation, distribution or use of any kit, pamphlet, booklet, publication, electronic communication, radio, television, or video presentation, designed to support or defeat legislation pending before the Congress or any state or local legislature or legislative body, except in presentation to the Congress or any state or local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government, except in presentation to the executive branch of any state or local government itself.

Lobbying/Advocacy - Pub.L. 118-47, Division D, Title V, Section 503, no federal funds may be used to pay the salary or expenses of any grant recipient, or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations, regulation, administrative action, or executive order proposed or pending before the Congress or any state government, state legislature or local legislature or legislative body, other than for normal and recognized executive–legislative relationships or participation by an agency or officer of a state, local or tribal government in policymaking and administrative processes within the executive branch of that government.

F(13.) Veterans' Priority Provisions

38 U.S.C.4215 requires award recipients or subrecipients to provide priority service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job training program directly funded, in whole or in part, by the DOL. The regulations implementing this priority of service can be found at 20 CFR Part 1010. In circumstances where an award recipient or subrecipient must choose between two qualified candidates for a service, one of whom is a veteran or eligible spouse, the veterans' priority of service provisions require that the award recipient or subrecipient give the veteran or eligible spouse priority of service by first providing him or her that service. To obtain priority of service, a veteran or spouse must meet the program's eligibility requirements. Award recipients and subrecipients must comply with the DOL guidance on veterans' priority. ETA's TEGL No. 10-09 (issued November 10, 2009) provides guidance on implementing priority of service for veterans and eligible spouses in all qualified job training programs funded in whole or in part by DOL.

F(14.) Waste, Fraud and Abuse

No entity receiving Federal funds may require employees or contractors of such entity seeking to report fraud, waste, or abuse to sign internal confidentiality agreements or statements prohibiting or otherwise restricting such employees or contractors from lawfully reporting such waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information.

F(15.) Whistleblower Protection

All employees working for contractors, grant recipients, subcontractors, subgrantees/ subrecipients, and recipients of cooperative agreements working on this Federal award are subject to the whistleblower rights and remedies established at 41 U.S.C. 4712. The award recipient shall inform its employees and applicable contractors and subrecipients, in writing, in the predominant language of the workforce, of employee whistleblower rights and protections under 41 U.S.C. 4712, as described in 3.900 through 3.906 of the Federal Acquisition Regulation. The award recipient shall insert the substance of this clause in all subawards and contracts over the Simplified Acquisition Threshold.

F(16.) Executive Order 12928 – Historically Black Colleges and Universities and other Minority Institutions such as Hispanic-Serving Institutions and Tribal Colleges and Universities

Pursuant to Executive Order (EO) 12928, the award recipient is strongly encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions such as Hispanic-Serving Institutions and Tribal Colleges and Universities; and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals.

F(17.) Executive Order 13043 - Increasing Seat Belt Use

Pursuant to EO 13043, Increasing Seat Belt Use in the United States, dated April 16, 1997, the award recipients are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles.

F(18.) Executive Order 13166 - Improving Access to Services for Persons with Limited English Proficiency

As clarified by EO 13166, Improving Access to Services for Persons with Limited English Proficiency, dated August 11, 2000, and resulting agency guidance, national origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with Title VI, award recipients must take reasonable steps to ensure that LEP persons have meaningful access to programs in accordance with DOL's Policy Guidance on the Prohibition of National Origin Discrimination as it Affects Persons with Limited English Proficiency, 68 FR 32289 (May 29, 2003). Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. Award recipients are encouraged to consider the need for language services for LEP persons served or encountered both in developing budgets and in conducting programs and activities. For assistance and information regarding your LEP obligations, go to LEP.gov.

F(19.) Executive Order 13513 - Federal Leadership On Reducing Text Messaging While Driving

Pursuant to EO 13513, Federal Leadership On Reducing Text Messaging While Driving, dated October 1, 2009, award recipients and subrecipients are encouraged to adopt and enforce policies that ban text messaging while driving company-owned or -rented vehicles or government-owned vehicles (GOV), or while driving privately-owned vehicles (POV) when on official Government business or when performing any work for or on behalf of the Government. Award recipients and subrecipients are also encouraged to conduct initiatives of the type described in section 3(a) of this order.

F(20.) Procurement

The Procurement Standards found in the Uniform Guidance at 2 CFR 200.318-327 require all award recipients and subrecipients to conduct procurement transactions in a manner that promotes full and open competition. The award recipient's description in the SOW of a specific entity that will provide goods or services does not constitute approval or justification of sole-source procurement from this entity.

The Uniform Guidance (at 2 CFR 200.317) requires States and Indian Tribes (as defined in 2 CFR 200.1) to follow the same procurement policies and procedures it uses for non-Federal funds. If such policies and procedures do not exist, States and Indian Tribes must follow the procurement standards in 200.318 through 200.327. When the State and Indian Tribes have their own policies, they must also comply with 2 CFR 200.321, 200.322, 200.323, and 200.327. All other recipients and subrecipients, including subrecipients of a State or Indian Tribe, must follow the procurement standards in 200.318 through 200.327.

PART G: NATIONAL PROHIBITIONS AND OTHER RESTRICTIONS

G(1.) Contracting with Corporations with Felony Criminal Convictions Prohibited

The award recipient may not knowingly enter into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporation that was convicted of a felony criminal violation under any Federal law within the preceding 24 months.

G(2.) Contracting with Corporations with Unpaid Tax Liabilities Prohibited

The award recipient may not knowingly enter into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporation that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

G(3.) Trafficking in Persons Prohibited

2 CFR 175.200 establishes a government-wide award term for grants and cooperative agreements to implement the requirement in regard to Trafficking in persons.

a) *Provisions applicable to a recipient that is a private entity.*

1. Under this award, the recipient, its employees, subrecipients under this award, and subrecipient's employees must not engage in:—
    i. Severe forms of trafficking in persons; or
    ii. The procurement of a commercial sex act during the period of time that this award or any subaward is in effect; or
    iii. The use of forced labor in the performance of this award or any subaward; or
    iv. Acts that directly support or advance trafficking in persons, including the following acts:
        (A) Destroying, concealing, removing, confiscating, or otherwise denying an employee access to that employee's identity or immigration documents;
        (B) Failing to provide return transportation or pay for return transportation costs to an employee from a country outside the United States to the country from which the employee was recruited upon the end of employment if requested by the employee, unless:
        (1) Exempted from the requirement to provide or pay for such return transportation by the Federal department or agency providing or entering into the grant or cooperative agreement; or
        (2) The employee is a victim of human trafficking seeking victim services or legal redress in the country of employment or a witness in a human trafficking enforcement action;
        (C) Soliciting a person for the purpose of employment, or offering employment, by means of materially false or fraudulent pretenses, representations, or promises regarding that employment;
        (D) Charging recruited employees a placement or recruitment fee; or
        (E) Providing or arranging housing that fails to meet the host country's housing and safety standards.
2. DOL as the Federal awarding agency may unilaterally terminate this award or take any remedial actions authorized by 22 U.S.C. 7104b(c), without penalty, if any private entity under this award:
    i. Is determined to have violated a prohibition in paragraph a)1. of this award term; or
    ii. Has an employee who is determined to have violated a prohibition in paragraph a)1. of this award term through conduct that is either—
        (A) Associated with performance under this award; or

(B) Imputed to you (the recipient) or the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR Part 180, "OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," as implemented by our agency at 2 CFR Part 2998.

b. *Provision applicable to a recipient other than a private entity.*
    1. DOL as the Federal awarding agency may unilaterally terminate this award or take any remedial actions authorized by 22 U.S.C. 7104b(c), without penalty, if a subrecipient that is a private entity under this award—
        i. Is determined to have violated a prohibition in paragraph a)1. of this award term; or
        ii. Has an employee who is determined to have violated a prohibition in paragraph a)1. of this award term through conduct that is either—
            (A). Associated with performance under this award; or
            (B). Imputed to the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, "OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," as implemented by our agency at 29 CFR Part 98.

c. *Provisions applicable to any recipient.*
    1. The recipient must inform DOL and the DOL Office of the Inspector General immediately of any information you (the recipient) receive from any source alleging a violation of a prohibition in paragraph a)1. of this award term.
    2. DOL's right to unilaterally terminate this award as described in paragraph a.2 or b.1 of this award term:
        i. Implements the requirements of 22 U.S.C. 78, and
        ii. Is in addition to all other remedies for noncompliance that are available to DOL under this award.
    3. The award recipient must include the requirements of paragraph a)1. of this award term in any subaward the award recipient makes to a private entity.

d. *Definitions.* For purposes of this award term:
    1. "Employee" means either:
        i. An individual employed by the award recipient or a subrecipient who is engaged in the performance of the project or program under this award; or
        ii. Another person engaged in the performance of the project or program under this award and not compensated by the recipient including, but not limited to, a volunteer or individual whose services are contributed by a third party

as an in-kind contribution toward cost sharing requirements.

2. "Private Entity" means any entity, including for-profit organizations, nonprofit organizations, institutions of higher education, and hospitals. The term does not include foreign public entities, Indian Tribes, local governments, or states as defined in 2 CFR 200.1.
3. The terms "severe forms of trafficking in persons," "commercial sex act," "sex trafficking," "Abuse or threatened abuse of law or legal process," "coercion," "debt bondage," and "involuntary servitude" have the meanings given at section 103 of the TVPA, as amended (22 U.S.C. 7102).

PART H: ATTACHMENTS

H(1.) Attachment A: SF-424

H(2.) Attachment B: SF-424A

H(3.) Attachment C: Budget Narrative

H(4.) Attachment D: Statement of Work

H(5.) Attachment E: Payment Management System Access Letter

H(6.) Attachment F: Indirect Cost Rate and Cost Allocation Plan

Attachment A: SF-424

OMB Number: 4040-0004
Expiration Date: 11/30/2025

Application for Federal Assistance SF-424

* 1. Type of Submission:
- [ ] Preapplication
- [x] Application
- [ ] Changed/Corrected Application

* 2. Type of Application:
- [x] New
- [ ] Continuation
- [ ] Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received: 07/01/2024

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name: City and County of Denver

* b. Employer/Taxpayer Identification Number (EIN/TIN): 84-6000580

* c. UEI: WP3QXJ87RYH3

d. Address:

* Street1: 101 W. Colfax St.

Street2:

* City: Denver

County/Parish:

* State: CO: Colorado

Province:

* Country: USA: UNITED STATES

* Zip / Postal Code: 80202-5239

e. Organizational Unit:

Department Name: DEDO

Division Name: Denver Workforce Development

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name: Tony

Middle Name:

* Last Name: Anderson

Suffix:

Title: Chief Workforce Development Officer

Organizational Affiliation:

* Telephone Number: 7209135410

Fax Number:

* Email: tony.anderson@denvergov.org

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.268

CFDA Title:

H-1B Job Training Grants

*** 12. Funding Opportunity Number:**

FOA-ETA-23-31

* Title:

DOL Building Pathways to Infrastructure Jobs Grant Program

13. Competition Identification Number:

FOA-ETA-23-31

Title:

DOL Building Pathways to Infrastructure Jobs Grant Program

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment | Delete Attachment | View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Technology Employment in Colorado Partnership (TECP) 3.0

Attach supporting documents as specified in agency instructions.

Add Attachments | Delete Attachments | View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant: CO-001 * b. Program/Project: CO-001

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment | Delete Attachment | View Attachment

17. Proposed Project:

* a. Start Date: 10/01/2024 * b. End Date: 09/30/2029

18. Estimated Funding ($):

* a. Federal	5,000,000.00
* b. Applicant	1,250,000.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	6,250,000.00

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .

☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.

☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment | Delete Attachment | View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: Ms. * First Name: Brenda

Middle Name:

* Last Name: Richey

Suffix:

* Title: Chief Financial Officer

* Telephone Number: 7209135411 Fax Number:

* Email: brenda.richey@denvergov.org

* Signature of Authorized Representative: Fanta Harkiso * Date Signed: 07/01/2024

Attachment B: SF-424A

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2025

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Building Pathways to Infrastructure Jobs Grant	17.268	$	$	$ 5,000,000.00	$	$ 5,000,000.00
2.						
3.						
4.						
5. Totals		$	$	$ 5,000,000.00	$	$ 5,000,000.00

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SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total
	(1) Building Pathways to Infrastructure Jobs Grant	(2)	(3)	(4)	(5)
a. Personnel	$ 949,116.95	$	$	$	$ 949,116.95
b. Fringe Benefits	294,226.25				294,226.25
c. Travel	5,000.00				5,000.00
d. Equipment					
e. Supplies	5,000.00				5,000.00
f. Contractual	3,616,322.40				3,616,322.40
g. Construction					
h. Other					
i. Total Direct Charges (sum of 6a-6h)	4,869,665.60				$ 4,869,665.60
j. Indirect Charges	130,334.40				$ 130,334.40
k. TOTALS (sum of 6i and 6j)	$ 5,000,000.00	$	$	$	$ 5,000,000.00
7. Program Income	$	$	$	$	$

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SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8. Building Pathways to Infrastructure Jobs Grant	$ 1,250,000.00	$	$	$ 1,250,000.00
9.				
10.				
11.				
12. TOTAL (sum of lines 8-11)	$ 1,250,000.00	$	$	$ 1,250,000.00

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	$ 1,000,000.00	$ 250,000.00	$ 250,000.00	$ 250,000.00	$ 250,000.00
14. Non-Federal	$				
15. TOTAL (sum of lines 13 and 14)	$ 1,000,000.00	$ 250,000.00	$ 250,000.00	$ 250,000.00	$ 250,000.00

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS) (b)First	(c) Second	(d) Third	(e) Fourth
16. Building Pathways to Infrastructure Jobs Grant	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00
17.				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges: $4,869,665.60

22. Indirect Charges: $130,334.40

23. Remarks:

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Attachment C: Budget Narrative

TEC-P 3.0 Budget and Budget Narrative

Five-Year Budget Summary:

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
PERSONNEL	$189,823.39	$189,823.39	$189,823.39	$189,823.39	$189,823.39	$949,116.95
FRINGE BENEFITS	$58,845.25	$58,845.25	$58,845.25	$58,845.25	$58,845.25	$294,226.25
TRAVEL	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$5,000.00
EQUIPMENT	-	-	-	-	-	$0.00
SUPPLIES	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$5,000.00
CONTRACTUAL	$723,264.48	$723,264.48	$723,264.48	$723,264.48	$723,264.48	$3,616,322.40
CONSTRUCTION	-	-	-	-		$0.00
OTHER	-	-	-	-		$0.00
TOTAL DIRECT	$973,933.12	$973,933.12	$973,933.12	$973,933.12	$973,933.12	**$4,869,665.60**
INDIRECT	$26,066.88	$26,066.88	$26,066.88	$26,066.88	$26,066.88	**$130,334.40**
TOTAL	**$1,000,000.00**	**$1,000,000.00**	**$1,000,000.00**	**$1,000,000.00**	**$1,000,000.00**	**$5,000,000.00**

Five-Year Budget Detail:

A. Personnel. Total: $949,116.95
Year 1: $189,823.39 Year 2: $189,823.39 Year 3: $189,823.39 Year 4: $189,823.39 Year 5: $189,823.39

1. **TEC-P Project Manager** Chris Berthiaume, (1 FTE x $119841.50/year = $119841.50), will be responsible for overall project management. The project manager will oversee all aspects of the program and will manage the contract service providers, coordinate with CUWA facilitator on sector development/expansion, career pathway development convenings; develop and manage project plans to achieve deliverables for program activities; identifying project barriers/constraints/risks and providing recommendations to mitigate; operating project communication plan; facilitating improvement efforts; and managing key TEC-P work plan and outcomes, including quarterly reporting and liaising with the DOL Project Officer. The TEC-P Project Manager will devote 100% of their time to the program and it will be fully funded through the TEC-P grant.
2. **Project Administrator** Dominique Williams, (.25 FTE x $75031.20/year = $18757.80), supports the project manager in overseeing all grant specifications are met, serving as the primary liaison in supporting and facilitating implementation across all grant partners. Coordinates marketing efforts for employers and participants, including outreach approach and materials. Provide administrative support for project advisory meetings, facilitate career pathway development convenings and sub-committee meetings, and operationalize all processes and procedures across partners. They will devote 25% of

their time toward the project and will be funded 25% through the TEC-P grant.

3. **Data / Quality Assurance Analyst:** Elaine Lint-Scott (.3 FTE x $95746.96/year= $28,724.09) will ensure the timely and accurate data reporting and quality assurance management of the TEC-P project. They will provide data oversight and reporting, including management of programmatic processes in alignment with the city, state, and federal required procurement procedures for DOL-funded grants. The Quality Assurance Analyst will devote 30 percent of their time toward the project, and 30 percent of the position will be funded through the TEC-P 3.0 grant.
4. **Fiscal Administrator: Eric Barela**, (.25 FTE x $90,000.00/year=$22,500.00) will ensure that all invoices are received and processed in accordance with the fiscal rules and regulations of the grant. Will be responsible for monthly, quarterly, yearly, and final financial reporting. Will work directly with contractors and local area fiscal representatives to provide support and technical assistance. The Fiscal Administrator will devote 25% of their time toward the project and 25% of the position will be funded through the TEC-P 3.0 grant.
5. **Employer Services Liaison: Ross Gothelf**, (0 FTE) currently serves as a co-convener of the Tech Talent Denver Sector Partnership, which focuses on addressing talent needs in the Denver Metro Region by generating discussion and action amongst tech industry leaders, public partners, and higher education/training providers. In coordination with our industry co-chairs and Colorado Technology Association, we will convene Executive Roundtables and quarterly meetings to collectively develop and implement solutions to industry's most pressing tech talent issues. The partnership with Colorado Technology Association will also support convening an ongoing work group to promote and improve the tech ecosystem across the State of Colorado. The Employer Services Liaison will devote 25% of their time toward the project and 0% of the position will be funded through the TEC-P 3.0 grant.

B. Fringe Benefits. Total: $294,226.25

Year 1: $58,845.25 Year 2: $58,845.25 Year 3: $58,845.25 Year 4: $58,845.25 Year 5: $58,845.25

Fringe Benefits are calculated at 31% for personnel base salary. These benefits include 7.3% for retirement, 7.65% for FICA and 16.05% for health, dental, disability and life insurance.

C. Travel. Total: $5,000.00

Year 1: $1,000.00 Year 2: $1,000.00 Year 3: $1,000.00 Year 4: $1,000.00 Year 5: $1,000.00

Travel costs include mileage costs ($.575 per mile x 72.47 miles per month x 12 months x 2 staff members) for the program manager and program administrator for meeting with all partner organizations across the state.

D. Equipment. $0.00

E. Supplies. Total: $5,000.00

Year 1: $1,000.00 Year 2: $1,000.00 Year 3: $1,000.00 Year 4: $1,000.00 Year 5: $1,000.00

The TEC-P 2.0 supply costs include office supplies and other supplies needed for direct participants services, and the total supply costs listed above include an allocation for each contractor who will be providing direct service (see contractor sub-budgets below). Breakdown as follows:
Office supplies (paper, pens, mouse pads, accessories, etc.): $500 per year.
Printable media - (flyers, marketing, etc.): $500 per year.

F. Contractual Services. Total: $3,634,083.90

1. **Regional Workforce Development Boards: $3,616,322.40**
   The regional WDBs directly serve participants, partner with employers, and education providers to achieve program goals and objectives. Each of the regional WDBs will receive funding based on per-participant costs including workforce center personnel and administrative costs. These costs are summarized below, and the contractor sub-budgets are included at the conclusion of the budget narrative.

   - **Denver Workforce Centers: $1,808,161.20**
     Year 1: $361,632.24 Year 2: $361,632.24 Year 3: $361,632.24 Year 4: $361,632.24 Year 5: $361,632.24
     Serving 300 participants
   - **Colorado Rural Workforce Consortium: $1,808,161.20**
     Year 1: $361,632.24 Year 2: $361,632.24 Year 3: $361,632.24 Year 4: $361,632.24 Year 5: $361,632.24
   - **Serving 300 participants**

G. Construction. $0.00

H. Other Costs. $0.00

I. Total Direct Costs. Total: $4,869,665.60

Year 1: $973,933.12 Year 2: $973,933.12 Year 3: $973,933.12
Year 4: $973,933.12 Year 5: $973,933.12

J. Indirect Costs. Total: $130,334.40

Year 1: $26,066.88 Year 2: $26,066.88 Year 3: $26,066.88 Year 4: $26,066.88 Year 5: $26,066.88

The TEC-P 3.0 request for indirect costs is calculated at 10 percent of direct costs. DEDO is electing to use the de minimis rate for indirect costs. The indirect cost rate of 10% is charged using the Modified Total Direct cost method under the Federal uniform Guidance requirement. The Modified Total Direct costs are calculated as total expense less expenses for equipment and property rent, client tuition, portion of each subaward amount in excess of $25,000.00 and other participant or client support costs.

DEDO Modified Indirect Rate Calculation						
FOA-ETA-23-31	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**CUMULATIVE**
PERSONNEL	$189,823.39	$189,823.39	$189,823.39	$189,823.39	$189,823.39	$949,116.95
FRINGE BENEFITS	$58,845.25	$58,845.25	$58,845.25	$58,845.25	$58,845.25	$294,226.25
TRAVEL	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$5,000.00
EQUIPMENT	-	-	-	-	-	$0.00
SUPPLIES	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$5,000.00
Indirect Cap for Subs (2 Awards @$25K)	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$50,000.00
CONSTRUCTION	-	-	-	-		$0.00
OTHER	-	-	-	-		$0.00
TOTAL DIRECT	**$260,668.64**	**$260,668.64**	**$260,668.64**	**$260,668.64**	**$260,668.64**	**$1,303,343.20**
INDIRECT	$26,066.86	$26,066.86	$26,066.86	$26,066.86	$26,066.86	$130,334.32
TOTAL	**$286,735.50**	**$286,735.50**	**$286,735.50**	**$286,735.50**	**$286,735.50**	**$1,433,677.52**

K. TOTAL Costs. $5,000,000.00

Year 1: $1,000,000.00 Year 2: $1,000,000.00 Year 3: $1,000,000.00
Year 4: $1,000,000.00 Year 5: $1,000,000.00

Amount and Scope of Leveraged Resources:

1. **Leveraged Resources Total: $1,250,000.00 or 25.0% of the total requested funds.**
   DEDO and its Contractual partners will leverage resources across regions to ensure at a minimum that 25% of the total requested funds are utilized to provide programming for TEC-P participants and reduce the administrative burden on the grant program.

2. **Description of Leveraged Resources**
   DEDO, CUWA, and the WDBs will leverage internal staffing, administrative and overhead costs to provide TEC-P services at a reasonable per participant rate. In addition, TEC-P is leveraging the significant in-kind contributions from its partners including funds from nonprofit and private sectors.
   - **Federal Resources Total: $732,000.00**
     DEDO and the WDBs are leveraging a combined $732,000.00 sourced from WIOA, Wagner Peyser, SNAP, TANF, ESF, RESEA, and TAA funds. WIOA Adult and Dislocated worker grants will be utilized to provide additional support for eligible AD and DW customers. This will include supportive services, case management, ITAs and OJTs. The leveraged funds will include leveraged staff time at each organization and braided services to ensure participants receive supportive services necessary to achieve success.
   - **Community Partners (Nonprofits and Private Business) Total: $245,230.00**
     TEC-P has the support and commitment of many non-profit and private partners that have committed to providing in-kind services such as meeting space, referrals and pre-screening, networking events, advisory council time, sector partnership time, career pathway support, etc. Additionally, partners in the Aerospace and Tech sectors have committed to providing technical support developing career pathways.
   - **State and Local Government Resources Total: $272,770.00**
     DEDO, CUWA and the WDB have committed to covering a large portion of the indirect costs of TEC-P to reduce the administrative cost burden on the grant program. Denver will leverage additional staff beyond the grant staff, including the wages of our Chief Workforce Development Officer, Financial Staff, Contract Administrator, Auditor, Quality Assurance and Policy staff. Local resources additionally include a partnership with the Office of Financial Empowerment and Protection to provide financial literacy services to a percentage of enrolled participants. Community College and educational partners have committed to providing services related to adult education.

Contractor Sub-budgets:

Denver Workforce - Eckerd Connects	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
PERSONNEL	$145,513.50	$145,513.50	$145,513.50	$145,513.50	$145,513.50	$727,567.50
FRINGE BENEFITS	$30,557.84	$30,557.84	$30,557.84	$30,557.84	$30,557.84	$152,789.20
TRAVEL (INCLUDES LOCAL)	$500.00	$500.00	$500.00	$500.00	$500.00	$2,500.00
EQUIPMENT						$0.00
SUPPLIES	$750.00	$750.00	$750.00	$750.00	$750.00	$3,750.00
CONTRACTUAL						$0.00
CONSTRUCTION						$0.00
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	$158,996.64	$158,996.64	$158,996.64	$158,996.64	$158,996.64	$794,983.20
TOTAL DIRECT	$336,317.98	$336,317.98	$336,317.98	$336,317.98	$336,317.98	$1,681,589.90
INDIRECT (cap at 7%)	$25,314.26	$25,314.26	$25,314.26	$25,314.26	$25,314.26	$126,571.30
TOTAL	$361,632.24	$361,632.24	$361,632.24	$361,632.24	$361,632.24	$1,808,161.20

Colorado Rural Workforce Consortium	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
PERSONNEL	$135,027.48	$135,027.48	$135,027.48	$135,027.48	$135,027.48	$675,137.40
FRINGE BENEFITS	$54,010.51	$54,010.51	$54,010.51	$54,010.51	$54,010.51	$270,052.55
TRAVEL (INCLUDES LOCAL)	$500.00	$500.00	$500.00	$500.00	$500.00	$2,500.00
EQUIPMENT						$0.00
SUPPLIES	$750.00	$750.00	$750.00	$750.00	$750.00	$3,750.00
CONTRACTUAL						$0.00
CONSTRUCTION						$0.00
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	$146,029.99	$146,029.99	$146,029.99	$146,029.99	$146,029.99	$730,149.95
TOTAL DIRECT	$336,317.98	$336,317.98	$336,317.98	$336,317.98	$336,317.98	$1,681,589.90
INDIRECT (cap at 7%)	$25,314.26	$25,314.26	$25,314.26	$25,314.26	$25,314.26	$126,571.30
TOTAL	$361,632.24	$361,632.24	$361,632.24	$361,632.24	$361,632.24	$1,808,161.20

Attachment D: Statement of Work

a. STATEMENT OF NEED. i. Proposed Sector(s) and Infrastructure Track. The City and County of Denver's Office of Economic Development (DEDO), Division of Workforce Development proposes to scale its 10-year-old Technology Employment in Colorado Partnership (TECP) programming and make it a permanent business unit under DEDO. This project will increase equitable access to job training programs and expand the talent pipeline for the information technology (IT) sector's cybersecurity workforce. These workers are critical to mitigate the risk of cyberattacks that use Colorado's growing broadband infrastructure. TECP currently operates regionally in 10 Front Range Colorado counties, and this proposed **scaling track project will expand the geographic scope to be statewide** by leveraging the successful ecosystem that DEDO has built with two U.S. Department of Labor (USDOL) grants (a Ready to Work Partnership Initiative grant and an H-1B One Workforce grant) which trained over 1,500 workers. The first grant resulted in partnerships with six of Colorado's 10 workforce regions, 19 employers, 23 training partners, 7 industry associations and 10 soft-skills training partners. Following the success of the first programming iteration, DEDO formalized the TECP advisory board into Denver Metro Technology Sector Partnership—giving employers a centralized way to collaborate to address gaps in the talent pipeline. That feedback informed the occupations included in this proposal. USDOL's further investment also helped DEDO expand TECP's equity focus by increasing its outreach to people of color and younger people.

Worker voice is reflected in the design of this project. Current TECP participants shared with DEDO their desire for training for high-wage occupations that have little risk of becoming obsolete due to changing market conditions. Workers also sought training for occupations that did not require a bachelor's degree. That led DEDO to carefully examine which IT occupations are in high demand, pay high wages, and whose classroom training could be completed in less

than a year before transitioning to paid, work-based training. Next, it compared that with the IT training programs that DEDO developed with its past USDOL funding for TECP and overlayed current labor market data—all of that led DEDO to narrow the focus of this proposal to training for cybersecurity jobs that require skills in artificial intelligence (AI).

Target population. Colorado faces a significant shortage of trained cybersecurity workers. TECP aims to bridge this gap by recruiting and training unemployed, underemployed and incumbent workers who are at least 17 years old and not enrolled in a secondary school, especially underrepresented groups, including women, people of color, individuals without college degrees, and veterans. DEDO will utilize its previous experience focusing on marginalized populations to promote a more inclusive cybersecurity workforce. Currently, only 26% of cybersecurity workers are people of color, and only 24% are women.[1] In Colorado, just 3% of the IT workforce is African American, 9% Hispanic and 24% are women.[2]

Infrastructure sector addressed. TECP will focus on Colorado's broadband infrastructure. As broadband expands, so does the threat landscape, necessitating a robust pipeline of cybersecurity talent to mitigate attacks on individuals, businesses, and other critical infrastructure. An EPA report indicates that 70% of inspected utilities violated security standards, underscoring the urgent need for skilled workers to protect the state's critical infrastructure, e.g., water, transportation, electrical grid, financial systems, etc. As described above, the supply of cybersecurity workers in Colorado already cannot keep up with demand, and that gap in talent will accelerate due to the increase in AI development. ISC2's 2022 Cybersecurity Workforce Study found that despite adding 464,000 workers globally in 2021, the cybersecurity workforce

[1] ISC2. (2018). *Innovation Through Inclusion: The Multicultural Cybersecurity Workforce.*
ISC2. (2024). *Women in Cybersecurity: Inclusion, advancement and pay equity are keys to attracting and retaining more women.*
[2] Lightcast. Q2 2024. *Cyber Security Specialist Occupation Snapshot Report in Colorado.*

gap grew more than twice that rate in 2022.[3]

Aware of the growing need for cybersecurity workers, Colorado leads the nation in developing clearly articulated career pathways in cybersecurity on Mycoloradojourney.com.[4] For example, within the "protect and defend" pathway, entry level jobs include computer systems analyst, and mid-level jobs include cyber defense infrastructure support specialist. For each occupation, a description, required credentials, available training programs, median annual salary, estimated annual job openings and annual growth rate are noted. As a result of TECP's scaling efforts, each cybersecurity career pathway will be improved with additional training programs that are available at no cost to job seekers as TECP participants.

ii. Occupational Need. Occupations targeted. TECP will train participants who do not have any experience in IT cybersecurity to be Network and Computer Systems Administrators,[5] an **entry-level H-1B occupation** that leads to middle-to high-skilled H-1B IT occupations in cybersecurity. TECP participants that have 3–7 years of experience will be trained for the **middle-skilled H-1B occupation** of Information Security Analysts.[6] TECP participants that have 7–10 years of experience will be trained for the following **high-skilled H-1B occupations**: Information Security Engineers,[7] Computer and Information Systems Managers,[8] and software developers. Across these five occupations, in 2023–24, Colorado employers obtained 1,198 H-1B certifications.[9] **Current, future projected demand.** The Bureau of Labor Statistics projects that the number of cybersecurity jobs will grow by 32% in the next decade — much faster than

[3] ISC2. (2023). *Cybersecurity Workforce Study 2022.*
[4] https://www.mycoloradojourney.com/industries/cybersecurity
[5] Other job titles for this occupation include Systems Administrator, Network Engineer, and Systems Engineer.
[6] This is a Bright Outlook occupation in ONET and other job titles for this occupation include: Security Analyst, Security Engineer and Pen Tester
[7] This is a Bright Outlook occupation in ONET and another job title for this occupation is Penetration Tester.
[8] Other job titles for this occupation include CISO, Senior Security Engineer; Senior Security Analyst.
[9] USDOL, 2024 Q2 report, H-1B certifications

the average for occupations overall.[10] Currently, there is a near-zero unemployment rate for workers with information security skills, and Cybersecurity Ventures' analysis found nearly 750,000 unfilled cybersecurity jobs in the U.S. in 2023.[11] As cybercrime continues, and likely grows with the use of AI, these workers will be in great demand. Illustrating the critical need to fill these roles, the FBI recorded a 300% increase in cybercrimes in 2020 alone.[12]

Further, Colorado's economy requires IT workers due to its concentration of technology companies and military installations. Colorado consistently ranks among the top ten states with the most job openings for cybersecurity professionals. As of January 2024, there were 14,414 cybersecurity job openings.[13] Colorado is also well above average for its "location quotient," which measures job demand for the area. The national average is 1 and Colorado is at 2.8.[14] Cybersecurity workers with AI skills are in great demand. Between 2012 and 2023, AI job openings grew 3.5x faster than openings for all jobs. As described later, DEDO will require that all TECP training providers teach AI skills, because the need for these skills will increase exponentially as the state's quantum technology industry develops. Quantum computing uses quantum mechanics to solve complex problems 158 million times faster than classical computers. In 2023, Colorado was selected as a federally designated U.S. Tech Hub for the quantum technology industry, established under the Chips and Science Act—cementing Colorado's position as a national leader for quantum technology research and application. Job demand for the region is expected to increase 900% over the next 10 years—requiring more than 30,000 trained quantum technology workers, with nearly half of these positions not requiring an

[10] U.S. Bureau of Labor Statistics. (2023). *Information security analysts*. https://www.bls.gov/ooh/computer-and-information-technology/information-security-analysts.htm
[11] Cybercrime Magazine. (2023, April 14). *Cybersecurity jobs report: 3.5 million unfilled positions in 2025*.
[12] FBI Internet Crime Complaint Center. *2020 Internet crime report.*
[13] Data from CyberSeek.org, which is gathered by job-data researcher EMSI Burning Glass.
[14] Ibid.

advanced degree, per Elevate Quantum. DEDO is currently partnering with Elevate Quantum on a $72 million application to provide training for advanced manufacturing positions for that industry, and expects that as the quantum industry grows, the talent pipeline developed through TECP will provide the high-level security and data protection required by that industry.

Table: Demand for TECP's Targeted H-1B Occupations in Colorado, 2020–2030[15]

SOC	Occupations	2020 Jobs	2030 Projected Jobs	Change	Annual Growth	Average Annual Salary
15-12.44	Network and Computer Systems Administrators	12,980	15,830	22%	1,120	$103,430
15-1212	Information Security Analyst	4,120	5,260	28%	420	$123,590.
15-1299.05	Information Security Engineers[16]	15,140	18,510	22%	1,470	$116,380.
11-3021	Computer and Information Systems Managers	8,330	10,860	30%	890	$173,030.
15-1252	Software Developers	46,650	59,420	27%	4,530	$134,960.

b. EXPECTED OUTCOMES AND OUTPUTS. i. Performance Outcome Measures and Tracking Indicators. The performance table with these outcome measures and tracking indicators is attached. **ii. Feasibility of Proposed Targets for Performance Outcome Measures and Tracking Indicators.** TECP anticipates the following outcomes, which are realistic and feasible based on prior performance from TECP's two earlier iterations.

Indicator and Total #	Justification	# by Program Year (PY)
Total participants served: 600	Derived from actual performance and cost per participant of the second iteration of TECP, which served 800 participants at $9,175/participant. While intending to reduce year over year enrollment compared to the two previous iterations, TECP will focus on cybersecurity occupations that require additional training and hands-on experience. The timeline allows for scaling up and winding down.	PY1: 95, PY2: 145, PY3: 145, PY4: 125, PY5: 90
Total participants	Derived from actual performance of TECP, with 90% of	PY1: 90, PY2:

[15] O*Net data, 2024
[16] Data for Computer Occupations, All Other

enrolled: 540	participants enrolled in education and training and the remaining 10% requiring case management and minimum employment support.	135, PY3: 140, PY4: 95 PY5: 80
Total completing: 480	Derived from actual performance of TECP, with 90% of participants successfully completing training activities.	PY1: 88, PY2: 137, PY3: 130, PY4: 65 PY5: 60
Participants receiving credential: 400	Derived from WIOA adult credential attainment rate of 60%, which is realistic and feasible based on past performance of similar target populations and education/training programs.	PY1: 65, PY2: 125, PY3: 110, PY4: 60 PY5: 40
# of unemployed /underemployed who obtain employment: 385	Derived from actual performance of TECP, 65% of participants completing will be unemployed or underemployed.	PY1: 60, PY2: 120, PY3: 120, PY4: 55 PY5: 30
# incumbent workers who complete and advance: 50	Derived from past projections (50) and actual performance (50) of TECP, which is realistic because of the expanded geographic scope of TECP.	PY1: 10; PY2: 10, PY3: 10, PY4: 10, PY5: 10

iii. System or Process for Tracking, Collecting, and Reporting Participant Data. For the proposed project, DEDO will use the proven evaluation methodology that it uses to track and evaluate all of its workforce funding, e.g., USDOL H-1B grants, Wagner-Peyser funds and WIOA funds. TECP's project director will use the Colorado Department of Labor and Employment's Connecting Colorado (CC) database to monitor all proposed performance goals (CC will not require any modifications). All data will be assigned a unique program code in CC for rigorous assessment, including training program efficacy, demographics, and employment barriers. CC can deliver aggregate median wage outcomes for up to 16 quarters after exit. DEDO's in-house data analysts will assist in pulling information and producing reports. The sector partnership will meet quarterly to review TECP's progress. DEDO will meet all USDOL reporting requirements and participate fully in a national evaluation of the grant program, if selected. No additional resources are needed for tracking, collecting, or reporting participant data. **Participant eligibility documentation.** DEDO's workforce center partners will screen

participants for TECP eligibility, requiring them to be at least 17 years old, not in secondary school, and either unemployed or underemployed. DEDO expects 8% of participants to be incumbent workers, and to be eligible, employers must apply to enroll employees in training. Applications are reviewed by the workforce development board to verify employers' commitment to retaining trained employees for at least six months and backfill the lower-skilled positions with unemployed or underemployed individuals from marginalized communities. Approved employers will be reimbursed for training costs once documentation that the incumbent worker has advanced in position is provided, e.g., a pay increase or title change.

c. PROJECT DESIGN. i. Worker-Centered Sector Strategies. Sector partnership. DEDO will serve as lead applicant and fiscal agent for TECP and is an eligible applicant as a workforce development entity. Colorado Urban Workforce Alliance (CUWA), a part of Denver Workforce Development, will facilitate TECP's hub model. CUWA has facilitated targeted collaboration activities across the workforce development system for over 18 years—over a decade before workforce system regionalization became law through WIOA. CUWA will play a critical role in coordinating with local workforce areas, and supporting policy development, strategic planning, and advocacy for TECP across the state. TECP's *employer partners* embrace the Good Jobs Principles, and will interview and consider hiring TECP participants, and may also refer incumbent workers to TECP for upskilling and promotion. In partnership with the education/ training providers, employers will help DEDO develop career pathways with on-ramps for individuals at every stage of their career. Employer partners also provide work-based learning opportunities for participants in partnership with training providers. Partners are: Pinnacol Assurance, Cynthetic Systems, Credit Union of Colorado, and Cyber Sainik. Additional employer partners will be recruited throughout the grant period, e.g., attending Elevate

Quantum's events. *TECP's education and training providers* participate in sector partnerships and administer training. They also participate in recruitment and provide supportive services to support program completion, as appropriate. During its April 2024 site visit with USDOL, the department noted DEDO's robust partnership model with training providers as a best practice. For TECP's earlier scaling efforts, DEDO collaborated closely with more than 50 training providers in the Denver area to create effective skills-based training programs. Participants are highly satisfied with the program's flexibility and structure. The ongoing partnership between DEDO and training providers allows for adjustments to meet evolving needs in the IT industry and help participants overcome barriers to training. Partners are: Metropolitan State University (MSU), a Hispanic Serving Institution; the University of Denver (DU); Activate Work (a nonprofit organization); Riipen, Red Rocks Community College (RRCC); TechNation Careers (a nonprofit organization); and Cyber Qubits. TECP's *workforce development entities* coordinate and participate in sector partnerships, lead outreach and recruitment in the local area for both participants and employers, screen and enroll participants in TECP, connect and place TECP graduates with hiring employers, provide wraparound supportive services, and participate in data and tracking requirements. Partners are: Eckerd Connects (the one-stop operator for the City and County of Denver) and the Colorado Rural Workforce Consortium (serving Colorado's rural and frontier counties). While not subawardees on this grant, DEDO has existing partnerships with all of the other Front Range counties' workforce development boards that will continue to refer participants to TECP via Eckerd Connects. TECP's partnering *worker organization,* Colorado Technology Association (CTA), will represent the needs of IT workers and advocate for them through supporting policies that improve working conditions. TECP will also include registered apprenticeship programs in its training strategy so its *state apprenticeship agency*, Colorado

State Apprenticeship Agency is a partner to verify that the registered apprenticeship program (RAP) opportunities meet its requirement. Activate Work and RRCC will register referred TECP participants in their RAP. To outreach and provide supportive services to communities underrepresented in IT, TECP will partner with these *community-based organizations*: Blacks in Technology Foundation, Denver Chapter; Women in CyberSecurity; and Latinas in Technology. These organizations also advocate for companies to hire underrepresented workers.

Process and system to operationalize partnership. The partnership structure DEDO has built for TECP is effective and efficient and will remain similar as TECP scales statewide. TECP's hub model leverages CUWA's experience facilitating statewide members of Colorado's IT sector partnership while introducing new partners to TECP's ecosystem. Each workforce area's project liaison is responsible for assessing people for TECP, enrolling them and providing case management, and data collection and reporting. To successfully monitor TECP, DEDO requires monthly reports from each local area in addition to weekly calls with DEDO's dedicated technical assistance advisor to share best practices, how to collect and report data, and address operational issues to ensure uniformity in TECP's implementation across Colorado. The technical advisor is able to support local areas in determining eligibility for participants or developing case management workflows. As new processes and procedures are developed, DEDO puts new systems and/or policies in place so program activities are consistent. DEDO also updates its TECP operations manual as needed. DEDO hosts a regional meeting with all partners every quarter, and an annual meeting that is held in-person. DEDO's project director shares all updates about TECP with the sector partnership every quarter. A revamped TECP website is another tool that DEDO will use to help all partners connect with each other and provide information on their respective roles in the project. For example: Employers will be able

to use the TECP website to post job openings and/or internships or paid work experiences; workforce centers will be able to post information about their events for potential participants and/or employers; and all marketing materials will direct interested parties to the website for overview and contact information for TECP. With grant funding, the website will feature a new AI based assessment tool to help job seekers identify their ideal career pathway within cybersecurity. That tool will also be shared through partners' social media and websites.

Sustainability plan. Colorado's plan to build its broadband infrastructure so 99% of Coloradans have access to it is expected to continue through 2026. Therefore, it is critical that TECP's ecosystem is sustainable to protect people and business from bad actors who will use that infrastructure to do harm. Sustainability of TECP will occur through an iterative process that begins at the very beginning of implementation. The process of ongoing alignment among local areas, industry needs, and labor market trends is embedded into the hub model. An important task will be documenting lessons learned and promising practices to share with all partners, as well as participants' employment and wage progression to share with participating employers as they continue to refine how they integrate the Good Jobs Principles into their companies. Since cybersecurity concerns cross all industries, DEDO anticipates that more employers who learn about TECP through the sector partnerships will seek TECP training for their workers and will contribute funds to pay for the cost of this training. Employer engagement ensures buy-in and support in the workforce system beyond any single program. Practices that transcend TECP will be documented as continuing practices for local areas and partners to adopt. These may include tools and resources, such as desk manuals for specific occupations, which can be regularly updated as regional trends change and shift. DEDO has a history of continuing to support projects that were developed with grant funding, e.g., the Denver Construction Careers Program

(DCCP), and Reimagine Retail. Both programs were sector-based, grant funded models that sought to ensure strong local talent pipelines, with emphasis on access for historically underserved populations. DCCP and Reimagine Retail were both added to the permanent DEDO portfolio of workforce programs upon completion of their initial grant investments.

Active role of all partners. Each of TECP's partners has a dedicated staff with the capacity to fulfill their role in operationalizing TECP. In general, all partners are responsible for outreach and recruitment. Interested TECP participants go through intake with a case manager at the local workforce area. Once assessed, participants are referred to one of the partnering training providers for initial training before being placed in a hands-on training experience followed by work-based learning with one of TECP's employer partners. Case managers remain involved with each TECP participant and will provide supportive services directly or through one of TECP's partnering community-based organizations until they are permanently employed. Each partner's role is further described in their attached letter of commitment.

ii. Core Principles of Worker-Centered Sector Strategies. *Core Principle #1:* Outreach, recruitment and enrollment. DEDO will leverage the strategies it honed to reach historically marginalized and underrepresented populations while TECP was regional. Among TECP participants served: 19% were Veterans, 24% women, 34% people of color, 30% over age 55; and 8% with disabilities. DEDO will also leverage the Denver Workforce Integration Network (DWIN) , operated by Eckerd Connects because 63% of DWIN's 36-member organizations serve historically underserved populations, e.g., Veterans, TANF recipients, people of color, immigrants, low-income individuals, jobseekers over age 50, and people with language barriers. DWIN has developed targeted strategies and a toolbox to help partners across Colorado recruit individuals with barriers to employment. On DWIN's SharePoint site, DEDO will include

information about TECP training opportunities and how the program promotes equitable access to that training. Second, the project director will have quarterly meetings with partnering community-based organizations and chambers of commerce, such as the African Chamber of Commerce, to encourage them to identify participants that are interested in TECP. DEDO will provide scripts and prompts to workforce centers to teach them to "talk tech" and inquire about a job seeker's interest in cybersecurity. DEDO will also meet quarterly with the Denver Metro Technology Sector Partnership to ensure that employers are aware of the opportunity to upskill their incumbent employees by applying to participate in TECP. Third, Veterans will receive priority enrollment in TECP because they have valuable skills, often have had security clearance, and are strong candidates for upskilling to cybersecurity occupations. DEDO's partnership with Volunteers of America Colorado's Veterans' Services, as well as Jobs for Veterans State Grants (JVSG), will be leveraged to recruit Veterans into TECP.

TECP's website will be used to market the project and will be accessible to people with visual disabilities with audio translation, and language diversity with translation links to 13 languages. DEDO will maintain TECP's website with up-to-date marketing and contact information so people can easily reach case managers to learn more about and enroll in TECP. A broader marketing campaign that includes brochures, flyers, etc., segmented to appeal to various target populations will be used to advertise TECP, e.g., images are representative of different races/ethnicities, messages that are targeted to specific audiences such as incumbent workers.

Equity gaps in program retention/completion. There are significant equity gaps in IT training, e.g., men received 78% of computer science degrees awarded in 2022, while Latina and Black women earned just 2%.[17] TECP data shows DEDO excelled in enrolling and retaining

[17] Computer Research Association. (2024). *Computing bachelor's degrees awarded by race and sex.*

underserved groups—70% completed. To increase that even more, DEDO will develop and deploy a more formalized, AI-assisted assessment that case managers will use during enrollment to link participants with supportive services to address barriers to training and employment. For example, a barrier that women disproportionately face is few female mentors within cybersecurity[18] so TECP's partner Latinas in Tech will pair women with a mentor, while Cyber Qubits, a training provider, offers mentorships and scholarships for women, veterans and underrepresented communities. Another way TECP will address equity gaps is by partnering with training providers that have supportive services in place, e.g., Tech Nation specializes in helping New Americans train for IT occupations, and DU offers case management to navigate students to resources, e.g., childcare, transportation, etc. By narrowing the number of subawardees, DEDO will increase its capacity to more rigorously monitor workforce area's case managers use of the assessment and provision of supportive services. Case managers will be required to provide monthly reports of how they addressed barriers that may impact training retention/completion. Another gap related to training that TECP will address is that in 2022, 23% of cybersecurity employers reported that there was not enough upskilling to internally promote non-security staff for cybersecurity positions.[19] TECP will address that gap by helping employers train incumbent workers for emerging skills, such as AI-driven data analytics.

Equity gaps in employment and the strategies to address them. Lightcast Q2 2024 data reveals diversity gaps among Colorado's cybersecurity specialists—75% are white, 10% are Hispanic, 6% are African American, 5% are Asian, 4% are two or more races, and 82% are men.[20] Given that CompTIA projects that the need for cybersecurity analysts and engineers will

[18] Women in Cybersecurity. (2024). *Breaking barriers: Empowering women in cybersecurity.*
[19] ISC2. (2023). *Cybersecurity Workforce Study* 2022.
[20] Lightcast. Q2 2024. *Cyber Security Specialist Occupation Snapshot Report in Colorado.*

grow by 267% over the next 10 years, [21] TECP will scale its proven approaches to recruiting underserved/underrepresented participants and enrolling them in training to meet employers' demand for workers by reaching sources of untapped talent. One of DEDO's most successful strategies is **partnering with organizations that serve underrepresented and marginalized communities.** DEDO partners with DWIN and TechNation (described above), as well as nonprofits that increase the diversity of workers in IT, e.g., Blacks in Technology Foundation's Denver Chapter (BIT Denver), Latinas in Technology, CTA and Women in CyberSecurity. These organizations will facilitate referrals to TECP, provide professional networking opportunities and advocate for diverse workers among IT employers. Also, CTA hosts an annual SheTech event where DEDO will exhibit. Also, one of DEDO's training providers, MSU is a Hispanic Serving Institution and has culturally responsive supports to promote Hispanic students' retention in training. Another gap that TECP will address is that recruiting for cybersecurity jobs often includes technical interviews, hackathon wins, internal employee referrals and previous internships—all criteria that can exclude marginalized people. TECP will offer hands-on training and work-based learning training and RAPs, so graduates can demonstrate skills that employers need and develop industry connections as they progress through training. DEDO will require that case managers work with TECP participants every month until they are employed. Also, DEDO has selected employer partners with a verifiable history of equitable hiring.

Core Principle #2: Career Pathways. **Training strategies.** TECP training will be offered through a continuum of high-quality training options, resulting in industry-recognized credentials that have been validated through the sector partnership. Based on each participant's assessment, they will be referred to training that meets their skill level and occupational interest. To serve

[21] CompTIA. (2024). *State of the tech workforce.*

people throughout Colorado, DEDO selected certified training providers that can offer both online and in-person options. DU offers a 24-week, virtual training that emphasizes AI and machine learning that is needed for success in TECP's targeted entry, middle and high-skilled occupations. Activate Work offers in-person courses in cloud fundamentals, IT support and security fundamentals, IT support, and software engineering, which are suitable for the targeted entry and middle-skilled occupations. Cyber Qubits' two virtual, entry and middle-skill level training programs are: cybersecurity specialists (21 weeks) and cybersecurity business analysis (8 weeks; incumbent or phase 2). Cyber Qubits also offers training for TECP's high-skilled occupations through its cybersecurity management (18 weeks) and cybersecurity architecture (21 weeks) programs. Cyber Qubits will also provide incumbent worker training designed with employers from its catalog of TECP trainings. RRCC will offer an in-person and virtual, two-year associates degree or a certificate in cybersecurity. TechNation will offer a 9-month IT support specialist program suited to the entry-level occupation. All training providers will be required by DEDO to incorporate AI into their curriculum since this is a growing skill. All training options will result in industry-recognized credentials (described in the table on page 18). Curriculum and training strategies will be updated continuously and reviewed at the quarterly sector partnership meetings to reflect operational shifts and the changing needs of IT employers.

After classroom training, participants will transition to real-world training. Participants at MSU's Cybersecurity Center's cyber range will solve very intense, time pressured, simulated security breaches, ransomware and other threats. MSU's cyber range is a National Security Agency-certified facility. While at the range, participants will be assessed for fit as employees at a security operations center where they will receive up to two months of management experience or another apprenticeship. Cyber Skyline will provide hundreds of interactive challenges to test

participants' cybersecurity skills. Participants will also be referred to Riipen, which provides paid, work-based, online and in-person learning projects submitted by employers.

After completing that phase, TECP participants will transition to job placement, which will include either full-time work, a paid internship, on-the-job training, or a RAP.

Partners role in recruiting and retaining participants. DEDO's workforce partners in the current iteration of TECP are on track to exceed the number of Front Range participants enrolled by 12%. As DEDO scales TECP statewide, TECP partners will continue addressing gaps in reaching and retaining underrepresented communities. DEDO expects that its nonprofit partners, e.g., Blacks in Technology, Latinas in Technology and Women in CyberSecurity will leverage their meetups and conferences to connect interested persons with TECP. DEDO will engage additional nonprofits and government agencies through its workforce partners and CUWA to recruit underrepresented participants. Once enrolled, TECP's training partners will aid in retention. For example, TechNation and Activate Work target underrepresented students, many of whom lack credentials and are unemployed. Activate Work's recent security fundamentals cohort earned CompTIA A+ certification and received over 100 hours of soft and life skills training. After graduation, Activate Work helps them find jobs and provides 12 months of coaching. It also runs a RAP and collaborates with employers to hire cybersecurity graduates.

Supportive services. Once a participant expresses interest, a case manager at a workforce area will assess eligibility and occupational interests using a bespoke AI-enabled screening tool that will be developed for TECP that helps participants identify the right cybersecurity pathway for them. The case manager will then meet with the participant to identify aptitudes and potential barriers to program completion. The initial intake also assesses education, skills and coaching needs to create a personalized employment plan with navigation to needed services and training

providers. Supportive services, such as stipends for housing, childcare, technology, and professional clothing, will be available. Grant funds will be used only when other resources are unavailable, with co-enrollment and braided funding leveraged from programs like SNAP, TANF or WIOA.

BIL and other resource leverage. Recent appropriations through the American Rescue Plan Act and Infrastructure, Investment and Jobs Act represent the largest broadband investment ever. Colorado will receive $826.5 million for Broadband, Equity, Access, and Deployment (BEAD) initiatives over five years, supplemented by $72.3 million from other federal sources. These funds will connect underserved areas with high-speed internet, and TECP will create the workforce needed to protect the federal government's investment as the broadband infrastructure creates more opportunity for bad actors to use that infrastructure for cybersecurity attacks. Grant funding will be braided with programs available through the public workforce infrastructure to create equitable career pathways in broadband infrastructure. TECP participants will be enrolled in various workforce development programs to maximize training and employment investments and leverage supportive services. USDOL's April 2024 site visit recognized DEDO's co-enrollment policy as a best practice, efficiently utilizing federal resources to provide comprehensive services and help participants complete training. By December 31, 2023, DEDO had 563 participants co-enrolled in federal and state programs (80% of all TECP participants).

Career pathways. TECP's training partners will teach participants the most in-demand skills required by Colorado's cybersecurity employers, e.g., cybersecurity auditing; certified information systems security professional; vulnerability; computer science; information systems; information assurance; incident response; risk analysis and GIAC certifications.[22] TECP

[22] Lightcast. Q2 2024. *Cyber Security Specialist Occupation Snapshot Report in Colorado.*

graduates will also be trained in data analytics, especially using AI to decrease the time required to get deeper into data and find greater insights faster, which has become one of the most in-demand skills for 2024, based on research by Upwork. Every TECP graduate will receive work-based training, as well as job placement with one of TECP's employer partners, a paid internship, on-the-job training or a RAP. The table below shows the expected career pathways:

	Entry level (0-3 years)	**Middle skill (3-7 years)**	**High skill (7–10+ years)**
Occupations	Network and Computer Systems Administrators	Information Security Analyst	Information Security (IS) Engineers Computer and IS Managers Software developers
Training Providers	DU, Activate Work, Cyber Qubits, Riipen, RRCC, Tech Nation	DU, Activate Work, Cyber Qubits, Riipen,	DU, MSU, Cyber Qubits, Riipen,
Industry Recognized Credentials Earned	CompTIA Network+, CompTIA Security +	CompTIA CySA+, CompTIA Project+, Certified Information Systems Auditor, Certified in Risk and Information Systems Control (CRISC), Certified Information Security Manager (CISM), Certified in Governance of Enterprise IT (CGEIT), Entry (CCT), Associate (CCNA), Professional (CCNP), Expert (CCIE), Specialist (CCS)	CompTIA CASP+, ISC2 CISSP certifications, CCIE, CGEIT, CISM, ISC2 CISSP, Certified Penetration Testing Engineer

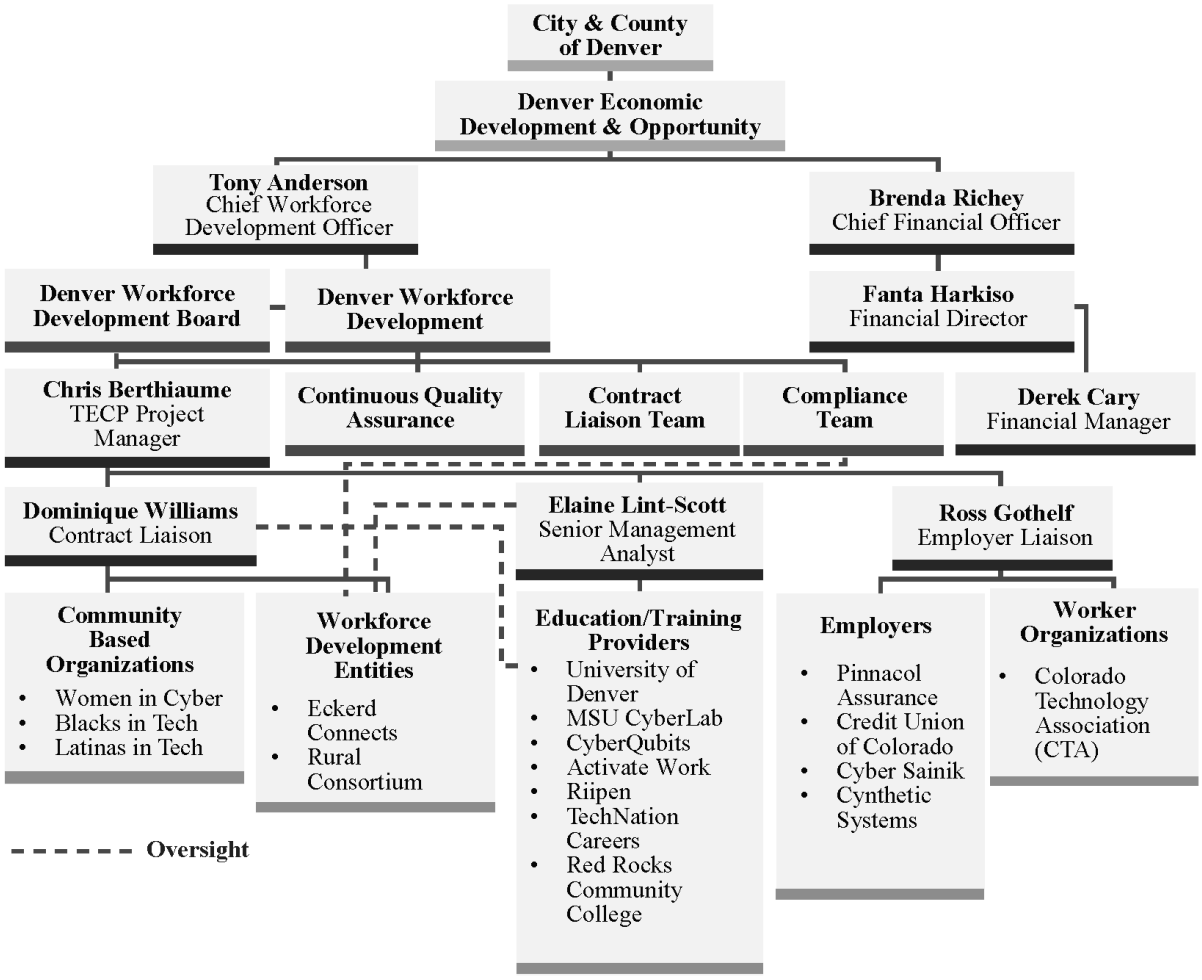
• **Core Principle #3: Approaches for Increasing Job Quality.** By deliberately including case management through every TECP participant's employment, as well as professional networking opportunities hosted by partners that serve underrepresented populations, DEDO is confident that it can place TECP's graduates in high quality jobs. Cybersecurity training, that includes AI skills will position graduates to be highly selective when choosing an employer, and the targeted occupations pay significantly higher wages than IT overall. TECP's employer partners already embody the eight Good Jobs principles jobs (as attested to in their letters of commitment).

Because of the significantly underdeveloped talent pipeline for cybersecurity, to compete for workers, employers are embracing these principles to attract employees. ISC2 shows that to address cyber security staff shortages, employers are increasing pay (2023 median compensation for cybersecurity specialists in CO was $123,488[23]—far above Colorado's median salary of $54,038). Further, workers who are skilled in AI will command a 25% salary premium on average, according to a PwC study.[24] Partnering employers also offer good benefits such as: allowing job flexibility, investing in training/certifications, offering mentorship, increasing pay and addressing promotion gaps, and hiring for skills as opposed to degrees.[25] DEDO's employer partners are also committed to increasing diversity and DEDO's training partners have demonstrated their commitment to removing barriers that present equity gaps. TECP also includes several partners that advocate among the IT industry for improved working conditions and equitable policies/practices within workplaces. For example, CTA and its partnership with CompTIA amplifies worker voice through its nationwide advocacy work; and Blacks in Technology, Women in CyberSecurity and Latinas in Technology will provide employers with resources to more fully embrace the Good Jobs principles through their policies and organizational culture, e.g., employee advisory councils, mentorships, job sharing, etc. DEDO will also disseminate to employers information about how to incorporate these principles so they can be more attractive to skilled talent through DEDO's participation in the IT sector partnership meetings and at Tech Talent Denver's quarterly meetings. Prior to TECP's launch, DEDO will also convene employer partners to clearly communicate expectations about their demonstration of the Good Jobs principles and will monitor their compliance with them at quarterly meetings.

[23] Lightcast. *Q2 2024. Cyber Security Specialist Occupation Snapshot Report in Colorado*.
[24] PwC. 2024 *AI jobs barometer*.
[25] ISC2. (2023). *Cybersecurity Workforce Study 2022.*

iii. Project Work Plan and Timeline. Please see the attached work plan and timeline.

d. ORGANIZATIONAL, ADMINISTRATIVE, AND FISCAL CAPACITY. i. Capacity of Lead Applicant, Partnership Structure, and Administrative Controls. Organizational chart. Throughout scaling, DEDO will have grant administration and operational control of TECP.



Staffing plan. The following DEDO staff will oversee TECP's operations: **Chris Berthiaume** is the current project director for TECP (since 2017) and will continue in that role full-time and lead the TECP team as it focuses on enhancing the cybersecurity workforce. He is an experienced workforce development professional and has 20 years of success building talent pipeline programs in California and Colorado that focus on diversity, equity, inclusion, and

belonging. Under his leadership, TECP is on track to exceed its enrollment projections by 12%. **Dominique Williams** is TECP's .25 FTE program administrator/contract liaison, a role he has held for two years. Mr. Williams ensures TECP's success by engaging in sector-related activities with employers; delivering guidance to TECP regional partners to ensure adherence to intergovernmental agreements and successful program outcomes; sharing monthly reports of activities with the regions; and monitoring TECP partners' timely and effective services. **Elaine Lint-Scott** serves as TECP's .5 FTE senior management analyst and provides technical assistance for the workforce regions on eligibility referrals, monitors their performance outcomes and data collection, and uploads all participant data into Connecting Colorado. She has 23 years of workforce experience and supports co-enrollment of TECP participants in braided programming. **Ross Gothelf** is TECP's leveraged employer services liaison. He has served in this role for one year and fosters relationships with employers to garner input on labor market developments and connect TECP participants to employment opportunities. Mr. Gothelf is also a co-convener of the Tech Talent Denver Sector Partnership. This staffing team is gender and racially diverse. DEDO will also contribute an additional 2 FTE in leveraged staffing to support TECP's fiscal administration and evaluation.

Applicant's capacity to manage TECP. DEDO has led both TECP grant projects and has ultimate responsibility for program delivery and a 1 FTE project director who will oversee all aspects of TECP. The USDOL regional administrator recently conducted an onsite review of DEDO's management of TECP, which covered the timeframe of February 1, 2021, through April 12, 2024, and resulted in three best practices: 1) the co-enrollment policy; 2) its robust partnerships with training providers; and 3) the grant program continuity plan. DEDO will continue to use its successful management plan as it scales TECP statewide. Since TECP's

founding in 2014, DEDO has successfully managed a partnership that includes CUWA, 23 education partners, seven industry associations, 18 employers and 10 soft skills training partners. In the second iteration of TECP, DEDO scaled the project to two additional workforce regions. The initial success of TECP received national recognition; it was presented by invitation to the National Association of State Workforce Agencies and the U.S. Department of Labor. In 2016, the USDOL also recognized DEDO for its TECP sector work under the USDOL resource brief: Sector Strategies Part Two: Lessons Learned and Successful Tactics from the City and County of Denver and was one of five grantees asked by the USDOL to participate in a Secretary of Labor Roundtable discussion of Successes and Next Steps in Helping Long-Term Unemployed.

DEDO is confident that its experience and well-honed approach to project management and communication with partners will contribute to this project's success, especially since narrowing the industry and occupational scope to broadband infrastructure and cybersecurity requires fewer employer and training partners. The participation of the Colorado Rural Workforce Consortium (CRWC), which provides public workforce services for 80% of the state, and Eckerd Connects (serving the City and County of Denver, which is the second most populous county in Colorado) will also allow DEDO to quickly scale TECP statewide. CRWC will dedicate 2 FTE liaison to DEDO and will be responsible for the consistent launch of TECP among its 35 offices throughout Colorado. As part of Colorado's public workforce system, DEDO will support TECP with a minimum of 25% of the total project costs in leverage, and by increasing the resources available to TECP participants through other federal programs, e.g., Wagner-Peyser, WIOA, etc.

DEDO will begin scaling TECP by convening all partners for an in-person launch, in which the project goals, objectives and each partner's role is reviewed, and their commitments

affirmed. The workforce area's case managers will have monthly meetings with every TECP participant to provide supportive services and customized assistance with achieving their training plan. DEDO will host bi-weekly meetings with all training partners to learn how all TECP participants are progressing and identify if they need additional resources. DEDO will continue to have weekly monitoring meetings with both workforce areas, as well as quarterly sector partnership meetings with all employer partners. As new tools are developed for TECP, e.g., the AI-enabled assessment, DEDO will reconvene partners to ensure that they are comfortable using them. Annually, all partners will meet to review evaluation data and adjust outreach, enrollment, training, and employment strategies to improve outcomes.

The City and County of Denver's Budget Management Office developed DEDO's grants subaward management systems, including procurement, in alignment with state and federal requirements. Procedures are monitored through a series of fiscal and programmatic checks and balances, e.g., invoices and time sheets are reviewed by DEDO's project director and the Financial Management Unit before issuing reimbursement. DEDO uses Workday for financial management, along with Kronos, Jaegger, and SalesForce for financial reporting. The project director will review monthly expenditure reports to inform staffing and budgeting decisions.

e. PAST PERFORMANCE – PROGRAMMATIC CAPABILITY. Lead applicant's prior experience. No workforce agency in Colorado has more experience than DEDO in using sector partnerships as a primary workforce development strategy. DEDO has used this approach since 2010 and convenes or co-convenes five industry-specific sector partnerships, including the IT industry's Denver Metro Technology Sector Partnership, a key partner on TECP. The program originally focused on long-term unemployed and incumbent workers in IT and advance manufacturing occupations that required H1B visas to fill; in the second iteration, the transportation sector was

added. The majority of people served by TECP were in the IT sector, and occupations targeted included information security analyst; web developer; database administrator; computer occupations, all other; computer programmer; computer system analyst; software developer, applications; computer & information system manager; network & computer systems admin; and database administrator. During the first iteration of TECP, the project met or exceeded its metrics for enrolling, training, and employing eligible job seekers, and demonstrated DEDO's ability to reach underserved workers; of the 674 participants, 59 were incumbent workers and 615 long-term unemployed people. After completing training, 440 people were placed in jobs with an average annual wage of $78,547. TECP returned $7.84 in worker earnings for each public dollar spent. TECP was recognized by USDOL during National Apprenticeship Week 2018 for its ability to place women and people of color into software development apprenticeships. TECP's second grant, which will end January 1, 2025, has continued to build on the project's strengths while focusing on increasing the diversity of the IT sector by serving more historically underserved people, especially women, people of color and younger workers. From February 1, 2021, through March 31, 2024, TECP has enrolled 786 people, 89% entered career training and 40% now employed in the occupation that they trained for. Of those, 33% are female, and 54% are people of color. DEDO has also focused on co-enrolling participants in federal and state programs, which contribute over $1.5M in leveraged cost to TECP.

Partners experience in deploying employment and training. A key to TECP's success is the strength of its partnerships. The partners included in this application have worked together since 2014 with the initial launch of TECP. DEDO's five training partners are all certified by the Colorado Department of Education and have experience delivering training programming appropriate for TECP—DU AI Bootcamp since 2022; Activate Work since 2016; Cyber Qubits

since 2022; Riipen since 2013; Tech Nation since 2018; RRCC's cyber security program since 2019; MSU Cyber Range since 2022. DEDO chose these partners because they are embedded in the public workforce system and bring additional resources to TECP participants. Both workforce area partners have documented history of enrolling participants in employment programs and delivering supportive services. Eckerd Connects, is a national nonprofit and has done this work for the City and County of Denver for four years. CWRC is one of Colorado's 10 federally designated workforce regions and is governed by the Rural Consortium Board.

Past Performance Chart. Past performance chart is attached.

f. BUDGET AND BUDGET NARRATIVE. DEDO's budget and budget narrative is attached.

g. PRIORITY CONSIDERATION: SMALLER AND RURAL COMMUNITIES. TECP will serve 52 non-metro counties that meet the USDOL definition of a smaller/rural community (81% of Colorado's 64 counties). They are: Alamosa, Archuleta, Baca, Bent, Chaffee, Cheyenne, Clear Creek, Conejos, Costilla, Crowley, Custer, Delta, Dolores, Eagle, Elbert, Fremont, Garfield, Gilpin, Grand, Gunnison, Hinsdale, Huerfano, Jackson, Kowa, Kit Carson, Lake, La Plata, Las Animas, Lincoln, Logan, Mineral, Moffat, Montezuma, Montrose, Morgan, Otero, Ouray, Park, Phillips, Pitkin, Prowers, Rio Blanco, Rio Grande, Routt, Saguache, San Juan, San Miguel, Sedgwick, Summit, Teller, Washington and Yuma. In addition, the following six counties have metro census tracts with Rural-Urban Commuting Area codes that meet the definition: Boulder, El Paso, Larimer, Mesa, Pueblo and Weld. Together, 90% of the counties served by TECP meet this definition. Documentation from the Health Resources and Services Administration (HRSA) Federal Office of Rural Health Policy of how these counties meet the definition is attached.

ABSTRACT

Lead Applicant Organization Name: The City and County of Denver's Office of Economic Development (DEDO), Division of Workforce Development

Lead Applicant Entity Type: County Government.

Lead Applicant Location: Denver, Colorado

REQUIRED PARTNERS:

EMPLOYER PARTNERS. **Name of Employer Partners/Industry/Trade Association:** 1. Pinnacol Assurance; 2. Cyber Sainik; 3. Cynthetic Systems; 4. Credit Union of Colo.

EDUCATION OR TRAINING PARTNERS **Name of Education or Training Providers: 1**. Metropolitan State University; 2. University of Denver; 3. Activate Work; 4. Cyber Qubits; 5. Riipen; 6. Red Rocks Community College; 7. TechNation Careers.

Name of the State Apprenticeship Agencies (SAAs): Colorado Office of Apprenticeship

Name of Entities Involved in Administering the Workforce Development System: 1. Eckerd Connects; 2. Colorado Rural Workforce Consortium.

Worker Organizations, Labor-Management Organizations, or Labor Unions: Colorado Technology Association

OPTIONAL PARTNERS: Three, nonprofit community-based organizations are included in the partnership. They are: Blacks in Technology Foundation, Women in Cybersecurity and Latinas in Technology.

Geographic Scope: Scope: Statewide; **Specific location:** Colorado; **Smaller or rural communities as defined in the FOA** are included.

Total Federal Funding Requested (total 5-year period): $5,000,000.
Total Match Proposed (total 5-year period): (Scaling Track Only) $1,250,000

Project Title/Name: Technology Employment in Colorado Partnership (TECP) 3.0

Proposed Number of Participants Who Start Training. 540

Summary of Project Purpose and Employment and Training Activities Offered:
TECP will increase equitable access to job training programs and expand the talent pipeline for the information technology (IT) sector's cybersecurity workforce to protect Colorado's growing broadband infrastructure. DEDO and its partners will use innovative and strategic outreach methods to reach participants who are underrepresented in the cybersecurity workforce. All TECP participants will work with a case manager to create an individualized training program that meets their needs and occupational interests. Each plan will include a specific training pathway that includes classroom training, real-world training and then work-based training through a paid internship, registered apprenticeship program or unsubsidized employment. Training options will include methods to allow TECP to serve participants from across the state who may prefer in-person, virtual or a combination of both. Case managers will assess participants for needed supportive services and include those in the participant's training plan. Case managers will meet with each of their participants once a month to ensure that they have the supportive services they need to complete the program and those meetings continue until the participant is successfully employed in the career pathway that they chose.

Targeted Population(s) to be Served: Unemployed, underemployed, and/or incumbent workers, including women, people of color, individuals with disabilities, veterans, military spouses, transitioning service members.

Training Track: Scaling Track

Targeted Infrastructure Sector(s): Broadband infrastructure

Targeted H-1B Occupations: Information technology occupations that support cybersecurity, as included in Appendix A. Specific occupations are:

- Entry Level: Network and Computer Systems Administrators[1]
- Middle-Skilled: Information Security Analysts[2]
- High-Skilled: Information Security Engineers,[3] Computer and Information Systems Managers,[4] and software developers.

Recognized Postsecondary Credential(s) Offered: Entry Level: CompTIA Network+, CompTIA Security +; **Middle skill:** CompTIA CySA+, CompTIA Project+, Certified Information Systems Auditor, Certified in Risk and Information Systems Control (CRISC), Certified Information Security Manager (CISM), Certified in Governance of Enterprise IT (CGEIT), Entry (CCT), Associate (CCNA), Professional (CCNP), Expert (CCIE), Specialist (CCS); **High skill:** CompTIA CASP+, ISC2 CISSP certifications, CCIE, CGEIT, CISM, ISC2 CISSP, Certified Penetration Testing Engineer

Subrecipient roles:

Subrecipient	**Role**
Eckerd Connects	Screen, assess, enroll and case manage TECP participants, including provision of financial resources for training and supportive services.
Colorado Rural Workforce Consortium	Screen, assess, enroll and case manage TECP participants, including provision of financial resources for training and supportive services.

Public Contact Information:
Name, Title: Chris Berthiaume, TECP project director
Address: 101 W Colfax Ave, Denver, CO 80202
Phone Number: (720) 913-1681
Email Address: Chris.Berthiaume@denvergov.org

[1] Other job titles for this occupation include Systems Administrator, Network Engineer, and Systems Engineer.
[2] Other job titles for this occupation include: Security Analyst, Security Engineer and Pen Tester
[3] Another job title for this occupation is Penetration Tester.
[4] Other job titles for this occupation include CISO, Senior Security Engineer; Senior Security Analyst.

Work Plan Table

Project Goal 1: Scale TECP to serve participants from across Colorado so they have the training and skills needed to join the state's urgently needed and growing cybersecurity workforce to defend against attacks that use Colorado's broadband infrastructure.

Key Activities		Key Partner(s)	Costs		Time	
1.	**Key activity:** Launch and ongoing project administration • Design AI-enabled assessment tool • Update the TECP website • Develop marketing materials • Develop scripts that case managers can use to provide information about TECP to job seekers • Weekly meetings with case managers • Bi-weekly meetings with training partners • Convene all partners for project launch • Meetings every quarter with the sector partnership • Annual, in-person meeting with all partners to review the year's performance	DEDO project staff, all partnering workforce areas, training providers, employers, worker organization and community-based organizations	**Year 1:**	$250,668.64	**Start Date:**	10/1/2024
			Year 2:	$250,668.64		
			Year 3:	$250,668.64		
			Year 4:	$250,668.64	**End Date:**	9/30/2029
			Year 5:	$250,668.64		
			Year 6:	$		
			TOTAL:	$1,253,343.20		

	and adjust strategies to improve performance in the upcoming year					
	Milestones:	DEDO's communications plan with partners is allowing it to quickly identify any operational shortcomings and immediately take action to course-correct so all performance objectives will be achieved.				
	Deliverables:	• Signed MOUs with all project partners • TECP assessment tool • TECP website • TECP marketing and outreach materials • Calendar of outreach events to attend • TECP operations manual • Meeting summaries between DEDO's TECP project staff and training providers and workforce areas' case managers • Minutes from quarterly sector partnership meetings				
2.	**Key activity:** Conduct outreach strategies that will increase the diversity of cybersecurity workers by targeting underrepresented and historically marginalized people, e.g., women and people of color	TECP project director, CUWA, workforce areas' case managers, partnering training providers, partnering community-based organizations, DWIN, chambers of commerce, members of the sector partnership, DEDO's Transition Assistance Program for Veterans, Volunteers of America Colorado's Veterans' Services, and DEDO's Neighborhood Equity and Stabilization division	**Year 1:**	$156,992.37	**Start Date:**	10/10/2024
			Year 2:	$156,992.37		
			Year 3:	$156,992.37		
			Year 4:	$156,992.37	**End Date:**	9/30/2029
			Year 5:	$156,992.37		
			Year 6:	$		
			TOTAL:	$784,961.85		

<table>
<tr><td></td><td>Milestones:</td><td colspan="6">DEDO and its partners are on track to meet its annual and overall performance objective for enrollment in TECP</td></tr>
<tr><td></td><td>Deliverables:</td><td colspan="6">• Posts on TECP’s website
• TECP marketing materials, e.g., flyers and brochures with images and messages that are inclusive of discrete subpopulations
• Meeting records between the project director and community-based organizations, chambers of commerce’s and other DEDO divisions
• Calendar with outreach events attended by DEDO’s TECP project staff, e.g., events such as the quarterly Tech Talent Denver meeting, Elevate Quantum meetings, and conferences that appeal to discrete subpopulations, e.g., SheTech
• Monthly compliance reports from the workforce areas that show the demographics of people they encourage to consider enrolling in TECP</td></tr>
<tr><td>3.</td><td>Key activity:
Screen and enroll eligible participants in TECP training with the partnering providers that will meet their needs and interests</td><td>Workforce areas’ case managers, partnering training providers</td><td>Year 1:</td><td>$723,264.48</td><td>Start Date:</td><td>10/10/2024</td></tr>
<tr><td></td><td></td><td></td><td>Year 2:</td><td>$723,264.48</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td>Year 3:</td><td>$723,264.48</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td>Year 4:</td><td>$723,264.48</td><td>End Date:</td><td>9/30/2029</td></tr>
<tr><td></td><td></td><td></td><td>Year 5:</td><td>$723,264.48</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td>Year 6:</td><td>$</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td>TOTAL:</td><td>$3,616,322.40</td><td></td><td></td></tr>
<tr><td></td><td>Milestones:</td><td colspan="6">• Case managers are using the AI-enabled assessment tool developed for TECP to design training plans for each participant that reflect their occupational goals and training preferences (e.g., virtual, in-person, hybrid)
• TECP participants are completing each phase of training (classroom training, then hands-on training, then work-based learning) with no or minimal delay
• Notes from quarterly sector partnership meetings that discuss the alignment between the training program curricula and employers’ needs to address the gap in demand and availability of cybersecurity workers</td></tr>
</table>

	Deliverables:	• Individualized training plans • Monthly compliance reports from the workforce areas, which will include the number of people enrolled in TECP and their demographic data so DEDO can monitor its outreach strategies' impact on reaching people underrepresented in IT and cybersecurity • Number and type of industry-recognized certifications earned by TECP participants.				
4.	**Key activity:** Case management and retention supportive services are delivered to enrolled TECP participants	Workforce areas' case managers, partnering training providers and partnering community-based organizations	**Year 1:**	$723,264.48	**Start Date:**	1/1/2025
			Year 2:	$723,264.48		
			Year 3:	$723,264.48		
			Year 4:	$723,264.48	**End Date:**	9/30/2029
			Year 5:	$723,264.48		
			Year 6:	$		
			TOTAL:	$3,616,322.40		
	Milestones:	Case managers' individualized training plans are developed and updated each month to include supportive services that are needed to mitigate any barriers to completion that are identified during monthly meetings with TECP participants.				
	Deliverables:	• Individualized training plans • Aggregated reports of notes from monthly meetings between TECP participants and their assigned case manager with referrals for supportive services made and obtained.				
5.	**Key activity:** TECP training completers are placed in employment that reflects their training, e.g., a paid internship, paid work-based learning, RAP or unsubsidized employment	Workforce areas' case managers, IT employers, CUWA, CTA	**Year 1:**	$723,264.48	**Start Date:**	1/1/2025
			Year 2:	$723,264.48		
			Year 3:	$723,264.48		
			Year 4:	$723,264.48	**End Date:**	9/30/2029
			Year 5:	$723,264.48		

			Year 6:	$		
			TOTAL:	$3,616,322.40		
	Milestones:	• A minimum of 385 unemployed or underemployed people who complete TECP will be employed in a cybersecurity occupation. • CTA teaches TECP's employers how to increase workers' voice in their company's operations; how to better reflect the Good Jobs principles; how to improve working conditions, especially for subpopulations of workers that have high turnover from the target occupations; and how to deploy more equitable hiring practices among TECP's employers.				
	Deliverables:	Employment and wage reports				
6.	**Key activity:** Collect and monitor all performance data • Workforce centers' case managers are uploading participant data to Connecting Colorado • Workforce centers submit monthly reports to DEDO • Sector partnership meets quarterly • DEDO participates in national evaluation as requested	TECP project director, DEDO data analysts, workforce areas' case managers, members of the sector partnership	**Year 1:**	$250,668.64	**Start Date:**	10/10/2024
			Year 2:	$250,668.64		
			Year 3:	$250,668.64		
			Year 4:	$250,668.64	**End Date:**	9/30/2029
			Year 5:	$250,668.64		
			Year 6:	$		
			TOTAL:	$1,253,343.20		
	Milestones:	• Project director and other DEDO staff review of all workforce areas' compliance reports each month to track progress toward TECP objectives. • Project director and other DEDO staff review of all TECP expenditure reports each month to track budget to actual grant costs. • Quarterly performance measure reports are reviewed by DEDO and all project partners.				

		• Ongoing assessment of performance is tracked and shared at the quarterly sector partnership meeting, and if not meeting expectations, new strategies are deployed to address shortfall • Participation in all USDOL evaluation activities
	Deliverables:	• Monthly compliance reports from the workforce areas • Timely and accurate quarterly performance reports, and financial reports submitted to the USDOL • Timely and accurate final performance and financial reports submitted to the USDOL

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CREDIT UNION OF COLORADO

6/24/2024

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Credit Union of Colorado for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TEC-P), which will provide the state's unemployed and underemployed, as well as youth, workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle- to high-skilled career pathways in broadband, infrastructure , and IT industry cybersecurity occupations.

With 90 years of experience serving members, Credit Union of Colorado is proud of our strength, stability, and history as a member-owned financial institution. Today, over 160,000 people, from all walks of life, enjoy the benefits of membership in a credit union that is worth over $2.5 billion in assets. Online security is a top priority for us, and we anticipate a continued need for IT professionals that are skilled in cybersecurity and data analytics. To meet this talent need, we have partnered with Activate Work for 2 years to discover diverse, untapped talent with deep skills training. TEC-P 2.0 has funded over 73 students' training with Activate Work since 2022.

Our satisfaction with Activate Work and TEC-P 2.0 has only strengthened our desire to partner in this future proposal. Credit Union of Colorado also recognizes the importance of the Good Jobs Principles highlighted by the Department of Commerce and Department of Labor and believe that through our continued partnership with Denver Economic Development and Opportunity to offer good jobs to qualified TEC-P participants. We exemplify these Good Jobs Principles in the following ways:

-Recruitment and Hiring: Credit Union of Colorado is dedicated to the principles of equal employment opportunity. We prohibit unlawful discrimination against applicants or employees on the basis of age, race, sex, color, religion, national origin, disability, genetic information, military or veteran status, sexual orientation, gender identity or any other applicable status protected by state or local law.

-Benefits: To attract the best and brightest talent, we offer something great in return. Our competitive benefits package offers medical, dental, and vision plans as well as HSAs with an annual contribution from us and opportunities to earn additional HAS incentives throughout the year. Credit Union of Colorado also offers life and AD&D insurance, pet insurance, short-term and long-term disability, TeleHealth, Travel Assistance Program, and Wellness Coaching. We also offer employees a 0% interest loan for employee wellness and mental health.

-Diversity, Equity, Inclusion, and Accessibility (DEIA): The Credit Union of Colorado is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion. Our most valuable asset is our people. The collective sum of their individual differences, life experiences, knowledge, innovation, self-expression, unique capabilities and talents that they invest into their work represents a significant part of not just our culture but of our reputation and core values as well. In 2020, we launched a Credit Union employee Diversity, Equity and Inclusion (DEI) Committee to work with the Board's long-standing Diversity Committee. This new committee is to ensure we serve all of our members, without distinction

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between them. Thirty-two employees have volunteered to work together to spearhead new directions and provide support for our organizational diversity initiatives.

Empowerment and Representation: We believe in having fun, rewarding our employees for their contributions, and empowering them to make decisions and take action. We advocate for our employees, encourage an open-door policy for any workplace issues, and make our decisions based on member needs, not bottom lines. This commitment and representation extend to our Employee Resources Groups.

Job Security and Working Conditions: To attract the best and brightest talent, we start by providing the peace of mind that comes from being a financially stable and secure company. Credit Union of Colorado also offers flexible scheduling and alternative work arrangements, 5-days off every year, paid floating holidays, vacation time, paid sick time, volunteer time off, and 11 paid Federal Holidays.

Organizational Culture: Since 1934, Credit Union of Colorado has been a trusted resource for our members, throughout the state of Colorado. Our commitment to the community, driven by the 3 E's – Equity, Education, and Environment – reflects our promise to make a lasting impact. Our annual Here to Help (H2H) Day is a day set aside for our employees to engage in community service that directly benefits our members and surrounding communities. This service opportunity is made available to all our team members to do good by caring for and supporting a nonprofit partner organization in their community. In 2022, nearly 192 of our team members volunteered at 22 partnered organizations for approximately 768 hours, and the credit union contributed $24,000 in cash and in-kind donations to support H2H Day.

Pay: We offer a pay-for-performance compensation program for all employees that offers annual incentives of up to 8-12% of annual base salary for individuals at the Supervisor or below classification. Credit Union of Colorado also automatically contributes 5% of an employee's Base Pay to their 401(k) plan. In order to make employees' home-ownership goals a reality, we offer 1st Mortgage, 2nd Mortgage, and HELOC benefits that offer up to 1.00% off current rates.

Skills and Career Advancement: Through our Education Benefit Program we'll reimburse the cost of tuition and books for relevant Associate degrees, Bachelor's degrees, postgraduate degrees, and professional certifications in addition to Career Coaching and Mentorship.

Signature of this letter indicates Credit Union of Colorado's commitment to supporting activities for program design and delivery, including defining program goals and activities; providing Denver Economic Development & Opportunity with input on labor market changes Credit Union of Colorado is experiencing; identifying career pathways; informing training design; identifying necessary skills and competencies for targeted occupations. In addition, other commitments can include one or more of the following:

- List job openings with local Workforce Areas as openings occur and are appropriate for TEC-P participants.
- Provide input on program and curriculum design to meet their needs for trained employees.

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- Provide on-the-job training, paid work experience, apprenticeship and/or work-based training opportunities in partnership with their local Workforce Areas on a voluntary basis.
- Work with Local Workforce Areas on interviewing program participants for job openings.
- Hire qualified participants who complete grant-funded education training program, depending on the employer's needs.
- Participate in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

DocuSigned by:
Kyle Winders
9BF54EB12FF342C...

6/24/2024

Signature *Date*

Kyle Winders

IT Director – Service Delivery, End User Services, Infrastructure

Information Technology

P: 303-830-5200

8959 E. 40th Ave. | Denver, CO 80238

Facebook | Instagram | LinkedIn

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CYBERSAINIK

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Cyber Sainik for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TEC-P), which will provide the state's unemployed and underemployed, as well as youth, workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle- to high-skilled career pathways in broadband, infrastructure , and IT industry cybersecurity occupations.

Cyber Sainik was born from our founder's previous company, NewCloud Networks, which specialized in cloud computing and cloud communications. Our founder, Sam V. Kumar, his desire to provide reliable cybersecurity solutions to customers fueled the transition from cloud computing to managed security services and thus, Cyber Sainik was created.

Headquartered in the Denver Tech Center, Cyber Sainik offers consistent and uniform protection for endpoints, monitoring and management, vulnerability assessments, and penetration testing. Having built over ten thousand servers at our pervious company, our team is uniquely capable of meeting the needs of organizations large and small. Our vision at Cyber Sainik is to be the leading force in cybersecurity, driving innovation and setting the standard for excellence in protecting businesses from cyber threats. Our customers come from different areas of the US, and industry verticals including financial services, healthcare, manufacturing, retail, and data storage.

Our ability to serve customers with tailor-made strategies and excellent support demands a highly skilled and growing set of employees. To help meet this talent need, we have partnered with Activate Work for the past year to discover diverse, untapped talent with deep skills training. TEC-P 2.0 has funded over 73 students' training with Activate Work since 2022.

Our satisfaction with Activate Work and TEC-P 2.0 has only strengthened our desire to partner in this future proposal. Cyber Sainik also recognizes the importance of the Good Jobs Principles highlighted by the Department of Commerce and Department of Labor and believes that, through partnership with Denver Economic Development and Opportunity, we can offer good jobs to qualified TEC-P participants. When we say good jobs, we mean jobs that embrace the following principles:

-**Recruitment and hiring** that actively recruits qualified applicants from underserved communities that are evaluated with relevant skills-based requirements.

-Employees are provided competitive and family-sustaining **benefits** that promote economic security and mobility.

-**All** employees have **equal** opportunity and are **respected**, **empowered**, and **treated fairly**.

-Employees contribute to **decisions** about their work, how it is performed, and organizational direction.

-Employees have a **safe**, **healthy**, and **accessible** workplace where they have job security without arbitrary or discriminatory discipline or dismissal.

-Through a strong **organizational culture**, all employees are valued and contribute meaningfully to the organization.

-Employees are paid a competitive **salary** which increases with skills and experience.

-Employees have equitable opportunities and tools to **learn, grow, and move up** within Cyber Sainik.

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CYBERSAINIK

Signature of this letter indicates Cyber Sainik's commitment to supporting activities for program design and delivery, including defining program goals and activities; providing Denver Economic Development & Opportunity with input on labor market changes Cyber Sainik is experiencing; identifying career pathways; informing training design; identifying necessary skills and competencies for targeted occupations. In addition, other commitments can include one or more of the following:

- List job openings with local Workforce Areas as openings occur and are appropriate for TEC-P participants.
- Provide input on program and curriculum design to meet their needs for trained employees.
- Provide on-the-job training, paid work experience, apprenticeship and/or work-based training opportunities in partnership with their local Workforce Areas on a voluntary basis.
- Work with Local Workforce Areas on interviewing program participants for job openings.
- Hire qualified participants who complete grant-funded education training programs, depending on the employer's needs.
- Participate in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

DocuSigned by:
Lilly Beaver
E84050977A2A47B...

6/21/2024

Signature *Date*

Printed Name: Lilly Beaver
Position: Chief of Staff and Operations
Organization Name: Cyber Sainik
Address: 5299 DTC Blvd., Ste. 510 Greenwood Village, CO 80111
Email: lbeaver@cybersainik.com
Phone Number: 303-576-5603

CYNTHETIC
SYSTEMS

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Cynthetic Systems for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TEC-P), which will provide the state's unemployed and underemployed, as well as youth, workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle- to high-skilled career pathways in broadband, infrastructure , and IT industry cybersecurity occupations.

Cynthetic Systems is a boutique technology consultancy that provides cybersecurity & IT solutions and services to small and medium-sized businesses.

Our unique value proposition offers enterprise-grade cybersecurity solutions for organizations with 1 to 100 employees, setting us apart as the ultimate choice for comprehensive cybersecurity and technical solutions.

Our team is committed to a high level of integrity, commitment, and diligence for all our customers. No matter the size or complexity of the project our services offer solutions strategically tailored to your organization's needs and risk profile.

Shifting the Paradigm with AI: At Cynthetic Systems we are at the intersection of AI and cyber. At the heart of our security solutions, we use AI as a force multiplier to help us quickly identify and block attacks and add new capabilities. We are leveraging AI to foster a culture of excellence and continuous improvement.

We offer a comprehensive security stack for robust on-premises, hybrid, or cloud security and compliance. Our preventative approach to security involves integrating solutions strategically tailored to your organization's needs and risk profile. Implementing the best practices and operations faster and more effectively.

As the preeminent technology source for the small and medium-sized business market we want to empower our clients to harness the promise of technology. Cynthetic Systems recognizes the importance of the Good Jobs Principles put forth by the Department of Commerce and Department of Labor and believe that we can partner with Denver Economic Development and Opportunity to offer good jobs to qualified TEC-P participants. We exemplify these Good Jobs Principles in the following ways:

Recruitment and Hiring: Cynthetic Systems prioritizes hiring individuals who bring a diverse range of skills and experiences to our team. We focus on a fair and inclusive recruitment process, ensuring that all candidates, regardless of background, have an equal opportunity to join our team. Our recruitment strategy involves outreach to underrepresented groups and the use of unbiased assessment tools to select the best talent.

Benefits: We offer a comprehensive benefits package that includes continuing education, identity protection, and paid time off. Our benefits are designed to support the well-being of our

employees and their families, ensuring they have access to the resources they need to maintain a healthy work-life balance.

Diversity, Equity, Inclusion, and Accessibility (DEIA): Cynthetic Systems, we are committed to fostering a diverse and inclusive workplace. Our policies ensure that everyone has equal access to opportunities and resources.

Empowerment and Representation: We believe in empowering our employees by giving them a voice in decision-making processes.

Job Security and Working Conditions: Cynthetic Systems provides job security through stable employment contracts and a supportive work environment. We adhere to safety standards and ensure that our working conditions promote the health and safety of our employees. Our flexible working arrangements, including remote work options, cater to the diverse needs of our team.

Organizational Culture: Our organizational culture is built on respect, collaboration, and continuous improvement. We encourage open communication and foster a sense of community within the company. Team-building activities and regular social events help strengthen our workplace relationships.

Pay: We are committed to providing competitive and equitable compensation to our employees. Regular market assessments ensure that our pay structures are fair and reflect the value of our employees' contributions. We also have a transparent pay policy to promote trust and fairness within the organization.

Skills and Career Advancement: Cynthetic Systems invests in the professional development of our employees through ongoing training and education programs. We offer opportunities for career advancement and encourage our team members to pursue certifications and further education. Our internal promotion policy ensures that our employees have a clear pathway to advance within the company.

By integrating these principles into our operations, Cynthetic Systems not only supports the DOL's Good Job Principles but also enhances our ability to deliver exceptional services and value to our clients. Signature of this letter indicates Ly Cynthetic Systems’ commitment to supporting activities for program design and delivery, including defining program goals and activities; providing Denver Economic Development & Opportunity with input on labor market changes Cynthetic Systems is observing; identifying career pathways; informing training design; identifying necessary skills and competencies for targeted occupations. In addition, other commitments the following:

- List job openings with local Workforce Areas as openings occur and are appropriate for TEC-P participants.
- Provide input on program and curriculum design to meet their needs for trained employees.

- Provide on-the-job training, paid work experience, apprenticeship and/or work-based training opportunities in partnership with their local Workforce Areas on a voluntary basis.
- Work with Local Workforce Areas on interviewing program participants for job openings.
- Connect qualified participants who complete grant-funded education training program to member organizations who are currently hiring, depending on the employer's needs.
- Participate in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

greg tanner

Signature

6/28/2024

Date

Printed Name:	Gregory Tanner
Position:	CEO
Organization Name:	Cynthetic Systems
Address:	14901 E Hampden Ave #225 Aurora, CO 80014
Email:	greg.tanner@cyntheticsystems.com
Phone Number:	720 649 5882

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Pinnacol Assurance for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TEC-P), which will provide the state's unemployed and underemployed, as well as youth workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle - to high-skilled career pathways in broadband, infrastructure and IT industry cybersecurity occupations.

Pinnacol Assurance has been at the forefront of protecting, understanding and caring for workers and businesses for over 100 years. As Colorado's largest workers' compensation insurance carrier, we are committed to keeping workers safe and helping nearly 57,000 Colorado businesses thrive wherever they grow. We are fiercely devoted to keeping workers healthy and safe — every moment of every day. We believe our work shapes communities and changes lives.

Pinnacol goes beyond providing Workers' Compensation insurance to Colorado businesses. We are a technology first company that believes in making a meaningful impact in workers' lives across Colorado in their most difficult moments by designing solutions that effectively help them get the care they need. We enable our policyholders to report a claim with a mobile first experience, all while providing insurance quotes to agents and new clients in 5 minutes or less through our award-winning app. The increased provision of broadband, as well as new renewable energy and transportation projects, across the state of Colorado will only increase our need for talent with skills in cybersecurity, data analytics, and machine learning.

It takes a diverse pool of caring people to achieve our mission. Pinnacol is on a journey to embody diversity, equity and inclusion. We're committed to creating a culture that deeply values differences, where everyone feels like they belong. To this end, we have previously partnered with Denver Economic Development and Opportunity's TEC-P 2.0 by participating in their Tech Talent Unleashed Hiring and Resource Fair, posting jobs with the local Workforce Area, and consistently participating in Tech Talent Denver Sector Partnership meetings, of which Denver Economic Development & Opportunity is a co-convener.

The Denver Business Journal named Pinnacol a 2023 Diversity, Equity, and Inclusion winner, an award that recognizes the outstanding organizations and outspoken individuals in the Denver metro area who go above and beyond to bolster equality across all areas of diversity, including age, disability, gender, sexual orientation, race and ethnicity. Nominees are judged on their leadership, contributions and innovations within the organization and the community at large.

Pinnacol also recognizes the importance of the Good Jobs Principles put forth by the Department of Commerce and Department of Labor and believe that we can partner with Denver Economic Development and Opportunity to offer good jobs to qualified TEC-P participants. We exemplify these Good Jobs Principles in the following ways:

-Recruitment and Hiring: Pinnacol aims to create a culture of inclusion that deeply values differences. This strategy includes reducing bias and promoting equity during the recruiting and hiring process. All Pinnacol jobseekers have access to information on our website outlining our interviewing process and

timeline, tips for interviewing remotely, and preparation for behavioral-based questions. In 2022, 49% of new hires were BIPOC, and BIPOC candidates filled 22% of open leadership positions.

-Benefits: As an employer, Pinnacol pays the major portion of the premium cost of medical, vision and dental coverage for eligible employees and their dependents. It's also important that employees enjoy a balance between work life and personal interests. That's why our employees receive the flexibility of a paid time off (PTO) bank. Eligible employees may use PTO for vacation, sick leave, or any other personal reason. Full-time employees earn 20 days of PTO each year. After five years of service, PTO increases to 25 days, and after 10 years, 30 days. Employees also receive nine company-paid holidays annually. Pinnacol also offers a wide range of employee benefits including access to wellness programs, retirement contributions to the Public Employees' Retirement Association, disability coverage and life insurance, and adoption assistance.

-Diversity, Equity, Inclusion, and Accessibility (DEIA): Pinnacol has historically supported the advancement of DEI, and the murder of George Floyd catalyzed a commitment to making lasting change. Since 2020, the company has hired a dedicated DEI team, diversified its board of directors which is now 55% Black, Indigenous and People of Color and 56% women, and created a DEI strategic plan with clear goals towards which Pinnacol has made great progress.

These efforts are made possible by Pinnacol's leadership team, DEI Advisory Council, Employee Resource Group co-leads and many others across the organization who actively champion DEI. Leadership has embodied the importance of this work, with nearly 80% attending ongoing DEI learning workshops. Pinnacol executive leaders also have a portion of their compensation tied to DEI performance targets, including goals for hiring and retention of BIPOC team members, and each is an executive sponsor of an ERG or a DEI initiative.

Empowerment and Representation: All employees work in teams, and each team has certain goals and objectives it's expected to meet. Under our gainsharing program, teams have the opportunity to earn a quarterly incentive based on exceeding their goals and objectives. Gainsharing payouts can range from zero to 12 percent of an employee's annual base salary.

Job Security and Working Conditions: We're dedicated to keeping our employees healthy and safe and prioritize a flexible culture by meeting employees where their evolving work-life needs are. Pinnacol conducts quarterly anonymous surveys to measure feelings of trust and belonging among employees. This year, *Monster* and *Engergage* recognized Pinnacol nationally as a Top 10 Workplace for Remote Work based upon an outstanding remote work environment that's dedicated to employee satisfaction and productivity.

Organizational Culture: Pinnacol has been recognized as a "Top Workplace" by *The Denver Post* for eight consecutive years (2017-2024), has been honored with the "Best Places to Work" award by *Built In* for three years in a row (2022-2024), and earned "Top Workplaces USA Culture Excellence Awards" for compensation and benefits, purpose and values, work-life flexibility, leadership, and innovation. Through our corporate volunteer program, Pinnacol in Action, employees receive paid time off to volunteer with Colorado nonprofits. Pinnacol employees dedicated a total of 500 hours to volunteer events in 2020 and donated $306,250 during the 2021 Employee Giving Campaign.

Pay: When we find the right person, we try to put our best foot forward with an offer that excites the candidate. We consider what the candidate would like to be paid, the skills and experience they bring, what similar jobs pay in the Denver area and make sure there's equal pay for equal work among those they'll be working with. Salary ranges are listed for all job postings.

Skills and Career Advancement: In partnership with CareerWise Colorado, Pinnacol offers a three-year apprenticeship program to high school students in the metro Denver area. Our program helps students find their way by exposing them to many different career pathways and preparing them for a job in a specific field. Our apprentices earn industry credentials, college credits, and more than 2,500 hours of paid, work-based learning experience. Some of the certifications earned by apprentices in our program include IBM Data Science Professional Certificate, CompTIA A+ Certification, and CompTIA Security+ Certification. Previous apprentices have been hired for software developer, cybersecurity specialist, and data scientist roles amongst many more. Our award-winning program has been studied and used as a model by state delegations, federal legislators and educators. We encourage current employees to further their education and assist them by providing tuition reimbursement — up to $5,250 — for graduate or undergraduate classes. We also promote a learning culture to help employees master their current job and cultivate the skills of the future through a variety of on-site, online, and off-site professional development opportunities.

Signature of this letter indicates Pinnacol Assurance's commitment to supporting activities for program design and delivery, including defining program goals and activities; providing Denver Economic Development & Opportunity with input on labor market changes Pinnacol is experiencing; identifying career pathways; informing training design; identifying necessary skills and competencies for targeted occupations. In addition, other commitments can include one or more of the following:

- List job openings with local Workforce Areas as openings occur and are appropriate for TEC-P participants.
- Provide input on program and curriculum design to meet their needs for trained employees.
- Provide on-the-job training, paid work experience, apprenticeship and/or work-based training opportunities in partnership with their local Workforce Areas on a voluntary basis.
- Work with Local Workforce Areas on interviewing program participants for job openings.
- Hire qualified participants who complete grant-funded education training programs, depending on the employer's needs.
- Participate in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

6/27/2024

Signature *Date*

Printed Name: Trevor Freel
Position: Sr. Director, Talent Acquisition
Organization Name: Pinnacol Assurance
Address: 7501 E. Lowry Blvd, Denver, CO 80230
Email: trevor.freel@pinnacol.com
Phone Number: 303.361.4941

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June 17, 2024

Department of Labor
200 Constitution Ave NW
Washington, DC 20210

To the US Department of Labor:

We are writing in support of the Denver Economic Development and Opportunity's (DEDO) proposal for the Technology Employment in Colorado Partnership (TECP), through the Department of Labor's (DOL) Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31.

ActivateWork is a Colorado-based nonprofit that connects diverse, qualified talent to leading employers through rigorous IT and technology skills training, community resources, and professional and life skills coaching. Our free, rigorous IT training is scaffolded with wrap-around training, career coaching, and job attainment to help our learners overcome barriers and achieve family-wage-sustaining careers. Our program has enrolled 400 learners since 2020, with an 85% graduation rate and a 72% job attainment rate. Graduates increase their incomes on average by 2X post-training. Our learners range ages 18 to 55, and consist of two-thirds people of color, one-third women, and 80% low income.

We have partnered with DEDO in multiple capacities to deliver high-quality job training in the region. Through TEPC, ActivateWork will support DEDO to:

- Collaboratively align our resources with employer demands, ensuring that our educational and job training solutions are innovative, effective, and produce exceptional outcomes
- Foster a robust, skilled workforce that meets and exceeds the evolving needs of the IT and Cybersecurity industries
- Provide innovative modes of training delivery, including online, distance, and other technology-enabled learning to support the current learning environments
- Provide Registered Apprenticeship Programs
- Work with employer and sector partners to identify training needs for targeted participants and match training options with industry needs

DEDO and ActivateWork share the belief that talent is equally distributed but opportunity is not. We share DEDO's commitment to transforming the talent pool for high-demand IT and Cybersecurity occupations.

Helen Young Hayes
Chief Executive Officer
ActivateWork, Inc.

DocuSigned by:
Helen Young Hayes
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Cyber Qubits
6400 S Fiddlers Green Cir, Ste 300
Greenwood Village, CO 80237
Email: hello@cyberqubits.com
Phone: 720-900-5889

June 14, 2024

RE: DOL Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31

Please accept this letter as a demonstration of **Cyber Qubits'** commitment to the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0). This transformative initiative aims to empower Colorado's unemployed, underemployed, and younger workforce by providing them with comprehensive, individualized counseling, cutting-edge training, work-based learning opportunities, and specialized supportive services. Our goal is to facilitate their seamless transition into high-demand IT and Cybersecurity occupations, fields that currently rely on H-1B visas to meet workforce needs.

As dedicated partners, we are steadfast in our support of local Workforce Development. We pledge to work collaboratively to align our resources with employer demands, ensuring that our educational and job training solutions are innovative, effective, and tailored to produce exceptional outcomes. Together, we are committed to fostering a robust, skilled workforce that not only meets but exceeds the evolving needs of the IT and Cybersecurity industries.

Cyber Qubits® is a cybersecurity training and consulting company focused on developing the next generation of cybersecurity professionals. We specialize in providing top-notch instruction to individuals and organizations that require comprehensive security knowledge.
Cyber Qubits offers a broad range of training programs suitable for individuals at all levels of expertise. From foundational cybersecurity principles to advanced specialized techniques, these programs are curated and continuously updated by industry leaders to address emerging threats.

Cyber Qubits offers role-based training programs that leverage the power of technology and simulated virtual labs to rapidly develop our learners' skills. Through hands-on, practical experiences, we ensure that participants gain the expertise needed to excel in their chosen cybersecurity roles.

Cyber Qubits is licensed by the Colorado Department of Higher Education, Division of Private Occupational Schools, ensuring the highest standards of educational excellence. Additionally, Cyber Qubits is an approved training partnerships with industry-leading organizations, including **CompTIA**, **ISACA International**, **EC-Council**, and **International Institute for Business Analysis (IIBA).** This recognition highlights our dedication to maintaining the highest standards of cybersecurity education.

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Cyber Qubits distinguishes itself through an exceptional team of cybersecurity specialists possessing PhD degrees, complemented by diverse experiences and insights from different sectors, academia, and workforce development. This positions us uniquely to make valuable contributions to the cybersecurity ecosystem.

In committing to our meaningful engagement in **the Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0)**, we pledge to:

- Offer innovative training delivery methods, such as online, distance learning, and other technology-enhanced options, to support current educational environments.
- Support assessment and pre-screening process to qualify candidates referred from local Workforce areas.
- Develop Career Pathway programs that integrate academic and occupational skills training, aligning with employer-validated work readiness standards and competencies.
- Support local workforce areas in reaching targeted and priority populations through events, distribution of program materials, social media, and website updates.
- Spearhead networking events that connect cybersecurity industry leaders with emerging talent.
- Establish collaborations that integrate quantum education initiatives with Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB) best practices.
- Registered Apprenticeship Programs, Industry-Recognized Apprenticeship Programs, and pre-apprenticeship programs.

DocuSigned by:

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6/17/2024

Signature *Date*

Julia Costin
Co-founder & COO
Cyber Qubits
Address: 6400 S Fiddlers Green Cir., Suite 300
Greenwood Village, CO 80111
Email: julia@cyberqubits.com
Phone: 720-900-5889

University College
UNIVERSITY OF DENVER

RE: DOL Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as a demonstration of University College at the University of Denver's commitment to the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0). This transformative initiative aims to empower Colorado's unemployed, underemployed, and younger workforce by providing them with comprehensive, individualized counseling, cutting-edge training, work-based learning opportunities, and specialized supportive services. We share the TEC-P goal of facilitating a seamless transition for learners into high-demand IT and Cybersecurity occupations.

University College is the University of Denver's college of professional and continuing studies. With career-focused degree programs and skills-based courses, our mission is to deliver enduring professional growth and personal development by providing adult learners access to the University of Denver through alternative educational pathways. Our teams prioritize meeting learners where they are, maximizing flexibility, and meeting the accessibility needs of today's workforce. Our programs are tied to industry demand and designed with working professionals and adult learners in mind. Our high-touch team ensures that each student is supported through their educational experience.

Our technology Boot Camps are intensive learning experiences that deliver in-demand industry skills to help kickstart or advance a career in web development, data analytics, cybersecurity, UX/UI, digital marketing, or artificial intelligence. With live-online classes, instructors who are industry leaders, and dedicated learner and career support, our full-time and part-time tech boot camps provide learners with the skills they need to apply their learning in the workforce.

In collaboration with TEC-P and local workforce regions across Colorado, we have served over 120 boot camp students in the past 2 years. Our partnership with the TEC-P team has enabled us to support students in a more meaningful way by broadening our understanding of the local workforce ecosystem, available resources, and Colorado's workforce needs. We are committed to working with TEC-P and providing students with an impactful learning experience that can lead to a high paying occupation in IT or Cybersecurity and, subsequently, economic mobility for themselves and their families.

As dedicated partners, we believe in the collective impact of local Workforce Development, high-quality educational partners, and employer networks. We look forward to continuing to work collaboratively with TEC-P to align our resources with employer demands, ensuring that our training curricula are innovative, effective, and tailored to produce exceptional outcomes, and that the one-on-one support and service students expect from University of Denver extends to all learners. Together, we are committed to fostering a robust, skilled workforce that not only meets, but exceeds, the evolving needs of Colorado's technology industry.

Signature of this letter indicates our commitment as partners of this grant to collaborate with and support the TEC-P team in a variety of areas including, but not limited to:

- Providing high-quality and accessible training, including online, distance, and other technology-enabled learning to support a diverse set of learner needs
- Working alongside employer and sector partners to identify training needs and align training options with industry demands
- Supporting the assessment and pre-screening process to qualify candidates referred from local Workforce areas
- Supporting local Workforce areas' orientation and recruitment events for potential participants
- Supporting career pathway programs that integrate academic and occupational skills training aligned with employer-validated work readiness standards and competencies
- Supporting local Workforce areas with outreach to priority populations including though events, distribution of program materials, social media, and website updates.

Teri Markle
Signature

6.18.24
Date

Teri Markle
Associate Dean
Finance, Business Operations & Continuing Education
University College, University of Denver
Teri.markle@du.edu
303.871.4579

RE: DOL Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as a demonstration of **Metropolitan State University of Denver's** commitment to the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0). This transformative initiative aims to empower Colorado's unemployed, underemployed, and younger workforce by providing them with comprehensive, individualized counseling, cutting-edge training, work-based learning opportunities, and specialized supportive services. Our goal is to facilitate their seamless transition into high-demand IT and Cybersecurity occupations, fields that currently rely on H-1B visas to meet workforce needs.

As dedicated partners, we are steadfast in our support of local Workforce Development. We pledge to work collaboratively to align our resources with employer demands, ensuring that our educational and job training solutions are innovative, effective, and tailored to produce exceptional outcomes. Together, we are committed to fostering a robust, skilled workforce that not only meets but exceeds the evolving needs of the IT and Cybersecurity industries.

MSU Denver is a Hispanic Serving Institute and a nationally recognized leader for social mobility. We understand that cybersecurity is an exciting, complex, and diverse field that is critical to all industries. As our lives become more dependent on internet-based tools and services, the demand has grown for cybersecurity experts. The security field in Colorado continues to grow and is expected to have over 13,000 job openings in 2025.

MSU Denver's Cybersecurity Center will afford students the opportunity to gain much needed hands-on experience through use of The Cyber Range, which takes students through simulated high-speed and realistic scenarios in a controlled and fully assessed training environment.

Students will experience "Defender", "Raider" and "Ransomware" scenarios over the course of 5 days of training at the Cybersecurity Center. These will be coordinated by a Range Instructor and offered as team exercises to no more than 8 people at a time. The training will provide performance-based learning and assessment in a simulated environment where students can work together to improve teamwork, test ideas, solve complex problems and get real-time feedback. It will also allow students to gain hands-on experience with the commercial-grade security tools they will be expected to be proficient with on arrival in the workforce. This will reduce the training burden for employers, making students more attractive hires.

Also, students may have the chance to train as a Security Operations Center (SOC) Analyst through another Cybersecurity Center offering: CENTURION Secured. CENTURION Secured gives students the opportunity to dive into practical aspects of cybersecurity through hands-on work,

tackling real-time security challenges faced by small government and community entities across Colorado. Training is one day at the Cybersecurity Center and then students can work on their own schedule to monitor customer networks, continue to learn SOC analyst skills, be mentored by the more senior SOC Analysts on staff, and progress through additional training experiences.

MSU Denver is committed to partnering with Denver Economic Development and Opportunity for this Technology in Colorado Partnership grant and beyond. We understand the value of TECP by providing opportunity to enter these high skill high paying occupations not only to Denver and the Metro Region but Rural Colorado. MSU Denver meets students where they are and provides learning experiences that cater to their unique needs. Partnering with TECP will help us continue to do just that.

Signature of this letter indicates our commitment as partners of this grant, which includes the following:

- Providing innovative modes of training delivery, specifically through the Cybersecurity Center's Cyber Range
- Support Local Workforce areas for outreach to targeted and priority populations including events, distribution of program materials, social media, and website updates.

Jeffrey L. Newcomer _____ 6/28/24

Signature *Date*

Printed Name: Dr. Jeffrey L. Newcomer
Position: Dean of the College of Aerospace, Computing, Engineering, and Design
Organization Name: Metropolitan State University of Denver
Address: 1449 7th Street, Denver, CO 80204
Email: jenewcomer@msudenver.edu
Phone Number: 303-615-0026

RED ROCKS
COMMUNITY COLLEGE
WORKFORCE SERVICES

RE: DOL Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as a demonstration of **Red Rock Community College's (RRCC)** commitment to deliver high-quality job training for the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TECP). This transformative initiative aims to empower Colorado's unemployed, underemployed, and younger workforce by providing them with comprehensive, individualized counseling, cutting-edge training, work-based learning opportunities, and specialized supportive services. Our goal is to facilitate their seamless transition into high-demand IT and Cybersecurity occupations, fields that currently rely on H-1B visas to meet workforce needs.

Red Rocks Community College (RRCC) is committed and dedicated to supporting local Workforce Development. Since 1969, RRCC has helped students achieve career and educational goals through career-enhancing courses, certificate programs, and degrees. The college offers low tuition rates, financial aid options, and scholarships, making education affordable and accessible. RRCC's wide variety of technical and transfer programs emphasize real-world applicability, academic excellence, and industry-aligned academic rigor for success in continuing education or direct to work.

Red Rocks Community College offers two Bachelors of Applied Science degrees and is recognized as the only Community College in the country to offer students a Masters degree. RRCC provides various degrees and certificates in high-demand fields like Health Careers, Computer Science, Secure Software Development, Industrial Controls, Construction, Advanced Manufacturing, and Law Enforcement. Through the *Mines Academy* program, RRCC transfers more students to Colorado School of Mines than any other college in the state.

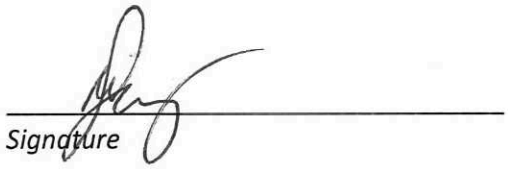
The Cybersecurity program, built on the NIST Cybersecurity Framework, includes a dedicated Cyber Range and curriculum that prepares students for industry certifications from CompTIA, EC Council, and CISCO, equipping them for entry-level careers in cybersecurity. The Cybersecurity students at RRCC students can earn a Bachelor of Applied Science (BAS) in Secure Software Development or participate in the student Cyberclub or earn and learn with the Northrup Grumman Cybersecurity Apprenticeship program.

With campuses in Lakewood and Arvada, RRCC offers flexible course delivery formats, including traditional classroom, online, hybrid, self-paced, evening, and weekend classes. RRCC boasts accessible, highly qualified faculty and is the only community college in Colorado with an Endowed Teaching Chair Program with over 20 Endowed Teaching Chairs awarded in support of Teaching Excellence. Support services at RRCC include free tutoring, advising, on-site childcare, behavioral health staff, accessibility services, a fitness center, and more.

RRCC engages with the Colorado Community College System and Denver Metro IT and Aerospace Sector Partnerships to address workforce development needs, ensuring successful training and job placement for clients. As dedicated partners, we are steadfast in our support of local Workforce Development. We pledge to work collaboratively to align our resources with employer demands, ensuring that our educational and job training solutions are innovative, effective, and tailored to produce exceptional outcomes. Together, we are committed to fostering a robust, skilled workforce that, not only meets but, exceeds the evolving needs of the IT and Cybersecurity industries.

My signature on this letter affirms our support and commitment as a partner for this grant, which includes:

- Providing innovative modes of training delivery, including online, distance, and other technology-enabled learning like our Cyber-Lab to support the current learner needs and environments
- Promote and refer potential TECP trainees to DEDO's partnering workforce areas for eligibility screening
- Provide Registered Apprenticeship Programs, Industry-Recognized Apprenticeship Programs, and pre-apprenticeship programs like our, first in the state, Northrop Grumman Cybersecurity DOL Registered Apprenticeship
- Work with employer and sector partners to identify training needs for targeted participants and match for-credit, non-credit, incumbent worker training options with industry needs
- Develop incumbent worker training in collaboration with employers that have received approval from DEDO to upskill or retain their employees
- Support assessment and pre-screening process to qualify candidates referred from local workforce areas
- Support local workforce areas' orientation and recruitment events for potential participants
- Integrate academic and occupational skills training aligned with employer-validated work readiness standards and competencies
- Support Local Workforce areas for outreach to targeted and priority populations including events, distribution of program materials, social media, and website updates



Signature

6/28/24

Date

Matthew Sweeney

Dean of Workforce Services
Red Rocks Community College
matthew.sweeney@rrcc.edu
303.914.6241

TechNation Careers
20234 E. Lake Circle
Centennial, CO 80016

RE: DOL Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as a demonstration of TechNation's commitment to deliver high-quality job training for the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TECP). This transformative initiative aims to empower Colorado's unemployed, underemployed, and younger workforce by providing them with comprehensive, individualized counseling, cutting-edge training, work-based learning opportunities, and specialized supportive services. Our goal is to facilitate their seamless transition into high-demand IT and Cybersecurity occupations, fields that currently rely on H-1B visas to meet workforce needs.

As dedicated partners, we are steadfast in our support of local Workforce Development. We pledge to work collaboratively to align our resources with employer demands, ensuring that our educational and job training solutions are innovative, effective, and tailored to produce exceptional outcomes. Together, we are committed to fostering a robust, skilled workforce that not only meets but exceeds the evolving needs of the IT and Cybersecurity industries.

TechNation (TN) is dedicated to empowering New Americans, including refugees and immigrants, by providing comprehensive career services to facilitate their integration into the technology industry. Our programs are designed to address the unique challenges faced by these individuals, helping them to overcome cultural and professional barriers and secure rewarding jobs in the IT sector. Our offerings include specialized training programs, career mentorship, and job placement services, all provided at no cost to the participants.

TechNation has a robust capacity to serve individuals referred for training through the Tech Employment Connection Program (TECP). Our well-established partnerships with educational institutions such as Regis University and industry leaders like Amazon Web Services (AWS) ensure that participants receive high-quality, accredited training. Additionally, our bilingual instructors and culturally competent career coaches are equipped to provide personalized support, ensuring that each participant is well-prepared for the job market.

Signature of this letter indicates our commitment as partners of this grant, that includes:

1. **Commitment to Partner with DEDO**: TechNation is committed to partnering with the Denver Economic Development & Opportunity (DEDO) to support the integration of New Americans into the local workforce. We align our training programs with DEDO's goals to meet the needs of both employers and job seekers in the Denver area. Our collaboration with DEDO will ensure that our programs are responsive to local employment trends and workforce demands.

2. **Unique Training and Support**: TechNation offers a unique combination of CompTIA and AWS certification programs that are recognized industry-wide. These courses, including CompTIA A+ and Security+, provide foundational and advanced skills necessary for entry-level and mid-level IT positions. Our training also includes soft skills development, such as resume writing, interview preparation, and cultural competency training, which are crucial for the success of our participants in the workplace.
3. **Placement of Students with Employers**: We have a strong track record of placing students with employers through our extensive network of corporate partners. Our Employment Specialists maintain relationships with over 30 corporate partners and continuously expand this network. Examples of successful placements include partnerships with major tech companies and consulting firms, where our candidates have secured positions as IT technicians, help desk support, and network administrators.
4. **Commitment to Work with TECP Participants**: TechNation is dedicated to working closely with TECP participants throughout their training and job search journey. Each participant receives individualized attention from our career coaches and employment specialists, ensuring they have the support needed to achieve their career goals. Our services are tailored to meet the specific needs of New Americans, leveraging our expertise in cultural competency and technical training.
5. **Providing Input and Ensuring Student Success**: We are committed to providing DEDO with regular feedback on training programs and participant progress. Our collaborative approach ensures that the training remains relevant and effective. We will actively participate in meetings and discussions with DEDO to share insights and recommendations based on our experience working with New Americans. This ongoing dialogue will help us to continually refine our programs and enhance the success of our students.

By partnering with DEDO, TechNation aims to create a seamless pathway for New Americans to transition into the technology workforce, contributing to the economic growth and diversity of the Denver community.

▪ Provide innovative modes of training delivery, including online, distance, and other technology-enabled learning to support the current learning environments

- Refer potential TECP trainees to DEDO's partnering workforce areas for screening

▪ Provide Registered Apprenticeship Programs, Industry-Recognized Apprenticeship Programs, and pre-apprenticeship programs

▪ Work with employer and sector partners to identify training needs for targeted participants and match training options with industry needs

- Develop incumbent worker training in collaboration with employers that have received approval from DEDO to upskill or retain their employees

▪ Support assessment and pre-screening process to qualify candidates referred from local workforce areas

▪ Support local workforce areas' orientation and recruitment events for potential participants

▪ Integrate academic and occupational skills training aligned
with employer-validated work readiness standards and competencies

Technation Careers
20234 E. Lake Circle
Centennial, CO 80016

▪ Support Local Workforce areas for outreach to targeted and priority populations including events, distribution of program materials, social media, and website updates.

Steve Goslee

Signature

6/24/2024

Date

Printed Name: Steve Goslee
Position: Executive Director
Organization Name: TechNation Careers
Address: 20234 E. Lake Circle
Email: steve@technationcareers.org
Phone Number: 847-436-7984

June 28, 2024

U.S. Department of Labor
Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Re: U.S. Department of Labor, Employment and Training Administration H-1B Building Pathways to Infrastructure Jobs Grant Program. Opportunity Number: FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as documentation of the commitment of the Colorado Local Workforce Areas for the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0), which will provide the state's unemployed and underemployed as well as younger workers, with individualized counseling, training, work based learning, and supportive and specialized services leading to employment in occupations and industries for which employers use H-1B visas to hire foreign workers. The participating Local Workforce Areas (Workforce Development Boards) are part of the Central Planning Region and the Colorado Rural Workforce Consortium, have long-standing collaborative partnerships, and are located throughout the TEC-P 3.0 targeted geographic regions.
Signature of this letter indicates the partners' commitment to assume the roles and responsibilities detailed below. The duties listed are individualized to each type of partner below:

Fiscal Agent and Lead Applicant:
The Denver Economic Development and Opportunity (DEDO) is the lead applicant and fiscal agent for the TEC-P 3.0 H-1B project and will oversee the financial management of the grant. In addition, DEDO will be responsible for:

- Programmatic oversight and administration of the project including program design and execution, infrastructure development, coordination, communication, and management of partner organizations, technical support to partners as well as program activity monitoring of all partners
- Timely and accurate financial and participant-level performance reporting, including the process for tracking participant-level data on participant characteristics, services, activities, and employment outcomes of participants served through the project to report to the Department during the life of the grant.
- Utilize current systems to regularly assess progress towards the identified performance goals and collection and reporting of quarterly status based on performance outcomes measured against goals.
- Development, production and coordinated distribution of outreach materials.
- Management of an electronic meeting technology option that will provide partners with a shared communication platform for ongoing planning and communications
- Facilitation of partner participation in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

Local Workforce Areas (Workforce Development Board):
Denver Workforce Services
Colorado Rural Workforce Consortium

Local Workforce Area partners will provide individualized coaching for participants including any combination of the following range of services depending on the unique needs of each participant and the options available through employer and training partners in their region:

- Working with employer and sector partners to identify training needs for targeted participants
- Working with education and training partners to match training options with employer needs
- Recruiting, screening, and referring qualified candidates from their respective local regions
- Conducting educational and career assessments for every participant
- Providing supportive services or referrals for supportive services as needed
- Connecting participants with on-the-job training, paid work experience, apprenticeships, and other work-based training opportunities through training and employer partners
- Connecting participants with job options through employer partners and supporting with the job applications, interview process, and other job search resources.
- Recording and maintaining all participant data for performance outcomes measurement
- Participating in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding

Colorado Urban Workforce Alliance:
CUWA will serve in a convening and advisory role to support the development of the program and serve as an industry liaison. This role will include the following:

- Convening a consortia of employers and industry associations to provide employer input on training needs
- Liaising between employers and trainers to determine the most effective options for increasing participant competencies in the targeted H-1B industries and occupations
- Providing the lead applicant with program design and management expertise based on recent success with similar programs
- Participating in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding

Thank you for considering the Denver Economic Development and Opportunity's grant application for the Infrastructure Jobs Grant program. I am confident that with your support, they will make a profound difference in our community and state by empowering individuals with the skills, opportunities and supportive services needed to secure and retain gainful quality job employment.

Sincerely,

Todd Nielsen, Director

Riipen

210 - 128 West Hastings St, Vancouver, BC V6B 1G8

June 17, 2024

RE: DOL Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as a demonstration of Riipen's commitment to the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0). This transformative initiative aims to empower Colorado's unemployed, underemployed, and younger workforce by providing them with comprehensive, individualized counseling, cutting-edge training, work-based learning opportunities, and specialized supportive services. Our goal is to facilitate their seamless transition into high-demand IT and Cybersecurity occupations, fields that currently rely on H-1B visas to meet workforce needs.

As dedicated partners, we are steadfast in our support of local Workforce Development. We pledge to work collaboratively to align our resources with employer demands, ensuring that our educational and job training solutions are innovative, effective, and tailored to produce exceptional outcomes. Together, we are committed to fostering a robust, skilled workforce that not only meets but exceeds the evolving needs of the IT and Cybersecurity industries.

Conceptualized as a capstone entrepreneurship project at the University of Victoria, Riipen addressed an issue that its founders faced personally as learners: the challenge of gaining relevant work experience, building a professional network, and demonstrating skills to that network of employers so they may start their careers doing work they love. Riipen's founders faced the graduation conundrum. You can't get a job without experience, but you can't get experience without a job.

Since its inception in 2013, Riipen has expanded its reach internationally and developed a state-of-the-art technology platform that caters and provides significant competitive advantages for organizations and academic institutions while staying true to their original goal of supporting student development.

Riipen has enabled 200,000+ students at 640+ post-secondary institutions and training providers to partake in work-integrated, project-based experiential learning with 35,000+ companies. All of this leads us to our mission: Eliminate underemployment.

We believe that the Denver Economic Development and Opportunity's Technology Employment in Colorado Partnership (TECP) program is in alignment with our mission, and are excited at the opportunity to partner on a project together. Riipen has significantly increased its collaboration with Workforce Development agencies across North America to further this mission and partner with workforce development providers to create equitable career-advancing opportunities, allowing students to enhance career readiness through real work projects that align with their training programs and career goals.

Riipen's innovative course-to-project matchmaking platform allows educators to easily provide students with opportunities to gain marketable skills; align with workforce development initiatives and help employers strengthen their talent pipeline with a diverse pool of candidates. Students work on real projects that add tremendous value to organizations while developing in-demand skills. With our remote friendly projects, we can offer something unique to rural participants who may not easily access in-person opportunities.

Please feel free to reach out at any time with any questions. We look forward to hearing updates. Thank you for your consideration of the Denver Economic Development and Opportunity for this program.

Sincerely,

Mara Woody
Senior Manager, Strategic Partnerships
Riipen
mara.woody@riipen.com
573-268-1533

Riipen

COLORADO
TECHNOLOGY
ASSOCIATION

From: Colorado Technology Association

Date: June 27, 2024

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Colorado Technology Association (CTA) for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TECP), which will provide the state's unemployed and underemployed, as well as youth, workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle- to high-skilled career pathways in broadband, infrastructure , and IT industry cybersecurity occupations.

CTA is the state of Colorado's premier nonprofit tech organization, representing more than 300 members and a network of 18,000 leaders statewide. CTA is creating meaningful connections throughout our community and advancing our technology ecosystem by establishing an inclusive and diverse talent pipeline; advocating for modernized policy; and fostering technology industry-focused economic growth. We serve our members by offering a forum for business development, career advancement, civic engagement, and access to influential thought leaders who are driving innovation.

As the lead organization for tech policy and tech development, CTA has committed to collect and publish statewide data on the tech sector. The *2022 Colorado Tech Industry Report*, presented by CTA, serves as a resource of data and trends for the economic development community, policy makers, and the tech industry and we are currently in the process of compiling our 2024 report. The report highlights how Colorado's tech industry directly accounts for 9 percent of Colorado's employment and 18 percent of the gross state product. Employment in the IT industry grew by 22 percent from 2016 to 2021, the 7th fastest growth rate in the nation. In the next five years, Colorado tech occupations across all industries are predicted to grow by an additional 11 percent, the 6th highest predicted growth rate across all fifty states.

On a more granular level, our report indicates that information analyst jobs are among the top occupations by number and experiencing the highest growth. The increase of Big Data has created demand for workers who can help process and dissect information. This shows that from a talent perspective, cultivating a tech workforce is not just about coding websites and apps, but it is also critical to have capable individuals well versed in statistics and mathematics.

Of these analysts, information security analysts have been one of the fastest growing tech occupations in Colorado with Lightcast data estimating a +123% growth percentage. Of the top certifications listed in job postings for Colorado's tech occupations (Jan 2021-Nov 2022), 7 of the top 10 are relevant to cybersecurity career pathways. With the passage of the Bipartisan Infrastructure Law, CHIPS and Science Act, and Inflation Reduction Act, we expect this trend to continue at an even greater pace.

COLORADO TECHNOLOGY ASSOCIATION

As an industry association, we are laser-focused on Diversity, Equity, Inclusion, and Accessibility. The data from our report indicates that there is much work to be done to build a truly diverse and inclusive technology workforce. Expanding the pathways to tech jobs is so imperative because these jobs offer high wages and have lower risk of being automated in the future. In Colorado, while 49 percent of the population identify as women, only 33 percent of tech occupations are help by women. Moreover, whereas 67% of the state's population is white, white workers account for 77% of tech occupations. Hispanic people comprise only 10 percent of tech occupations even though they make up 22 percent of Colorado's population. Black workers only make up 3% of tech occupations and Native workers 0.4%.

CTA's desire to support programs and initiatives that drive a diverse and inclusive technology workforce have made Denver Economic Development and Opportunity a natural partner. CTA and Denver Economic Development and Opportunity were recently named partners in the Elevate Quantum Tech Hub's Phase 2 application. We also have partnered with Denver Economic Development & Opportunity in numerous state grant applications in support of their workforce initiatives. Finally, Ross Gothelf, Employer Services Liaison for Denver Economic Development and Opportunity's TECP 2.0 is a co-convener of the Tech Talent Denver Sector Partnership.

The Tech Talent Denver Sector Partnership strives to create a space where industry leaders and community partners can come together to address and begin solving some of our tech industry's most pressing challenges. With a focus on addressing talent needs in the Denver Metro Region, we support a thriving information and technology industry by generating discussion and action amongst industry leaders. We also collaborate with community and regional partners to support, educate, develop, and train a viable tech workforce.

CTA also recognizes the importance of the Good Jobs Principles put forth by the Department of Commerce and Department of Labor and believe that we can partner with Denver Economic Development and Opportunity to continue to advocate for high-quality jobs for qualified TECP participants. We advocate for the Good Jobs Principles with our more than 300 member organizations and throughout the state of Colorado in numerous ways.

To increase the recruitment and hiring of tech workers from diverse communities, we held an Executive Roundtable in March 2024 with nearly 30 top tech and HR executives to inform our Tech Talent Denver Sector Partnership's strategy to grow the future of workforce. Two of our biggest takeaways from this roundtable were: 1) Tech companies want future employees to have meaningful experience applying skills to business problems, regardless of degree and/or credentials. 2)There is a lot of confusion around what public workforce programs and funding opportunities exist and how to access them. To that end, Tech Talent Denver has pledged to create a Resource Hub of tech talent resources that will benefit tech leaders and jobseekers. Our recently launched Resource Action Group will collect and categorize a list of all available resources in the community and the Technology Action Group will focus on the infrastructure and design of the hub. We believe the creation of this Resource Hub will enhance the profile of TECP as a program where tech companies can access diverse, skilled talent and individual jobseekers can access life-changing training and employment opportunities.

COLORADO TECHNOLOGY ASSOCIATION

We also promote diversity, equity, inclusion, and accessibility through our signature event, SheTech. SheTech is a one-day event for 9th and 10th grade female-identifying students featuring hands-on activities in science, technology, engineering and math (STEM) alongside professionals from a variety of backgrounds and industries. This event, with the participation of nearly 20 industry partners in 2024, provides Colorado companies the opportunity to educate, develop and lead tomorrow's female-identifying champions towards careers in an inclusive technology-based workforce. CTA has also hosted an annual Women in Technology Conference for the past 13 years. At our 2023 Women in Tech Conference, over 650 women explored the theme, "When Women Lead." We discussed how our organizations' culture, teams, and communities change when women are in leadership positions, how women contribute to the thriving Colorado tech community, and how we can create opportunities for a broader range of voices and perspectives moving forward.

Finally, CTA promotes skills and career advancement, through our own Tech Certification & Training Program which offers no-cost certifications through Grow with Google as well as career-readiness training to support individuals' advancement in the technology industry. We also offer numerous monthly events centered around education and professional networking including a monthly "Insights Series," a bi-monthly "Womenar" series that aims to identify and understand the issues facing women in technology and leadership positions, and CTA Happy Hours. Our Tech Affairs Council empowers tech workers by providing the chance for members to come together to discuss policy issues impacting the Colorado tech community. Lastly, our annual C-Level @ A Mile High event provided almost 800 individuals from the Colorado tech community the chance to directly connect with 57 C-Level tech executives.

Signature of this letter indicates Colorado Technology Association's commitment to supporting activities for TECP program design and delivery as well as one or more of the following:

- Identify necessary skills and competencies for training.
- Provide related skills-based training in collaboration with the required education/training provider.
- Work with employer and education partners to develop new or modify existing curricula.
- Advise on recruitment, retention, and advancement strategies within the IT industry, and the cybersecurity industry more specifically.
- Communicate with current and potential workers within the sector.
- Create professional development and networking events for current and potential workers within the sector.
- Act as mentors and on-the-job trainers to new workers.

COLORADO
TECHNOLOGY
ASSOCIATION

- Participate in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

Brittany Morris Saunders
President & CEO, Colorado Technology Association
brittany@coloradotechnology.org

About Colorado Technology Association

CTA represents over 300 companies in the Colorado technology sector - ranging in size from small startups to large corporations that employ a significant number of Coloradans. CTA's mission is to support an inclusive, diverse and thriving tech ecosystem for the state of Colorado. For 30 years, CTA has been the unified voice working on behalf of the Colorado tech community.

DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY

RE: DOL Building Pathways to Infrastructure Jobs Grant Program FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Latinas in Tech's (LiT) Denver Chapter for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TEC-P), which will provide the state's unemployed and underemployed, as well as youth, workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle- to high-skilled career pathways in information technology occupations that support renewable energy, transportation, and broadband.

Empowering and Connecting Latinas Since 2014, Latinas in Tech is a non-profit organization with the aim to connect, support, and empower Latina women working in tech. We work hand in hand with top technology companies to create safe spaces for learning, mentorship and recruitment.

Our members are not just breaking glass ceilings; they are building bridges, connecting cultures, and amplifying the impact of technology to create a more interconnected and inclusive world. Embracing all sorts of skills, experiences and backgrounds leads to innovation, collaboration, and ultimately, a stronger tech ecosystem. 980 Mentors and mentees paired in 2023, 785 Jobs on our job board in 2023, 16,737 Event participants in 2023, quantify the impact and power of LiT. Latinas in Tech takes lead from the outspoken needs of members and allies to create virtual, hybrid and in-person events across our rapidly expanding chapters network. Members can Grow with our Programs, expand their network, find their next tech job, or build community among so many other opportunities.

In recent years, Colorado has become a hot spot for San Francisco Bay Area tech companies to open secondary offices. Tech giants like Google, Facebook, and Salesforce all have offices in the state, as do private companies like Gusto and Robinhood. And notably, Palantir Technologies, the data analytics company, recently moved its headquarters from Palo Alto, California, to Denver. In Denver particularly, 2019 saw the largest amount of venture capital investment into startups based in the city. We're excited to bring together the Latinas of the tech industry in Denver by: 1. Developing networking opportunities and building relationships with one another 2. Increasing awareness of the Latinas in tech in Denver and their impact to the community 3. Celebrate and acknowledge each other's accomplishments, challenges, and successes.

In partnership with TECP, we would love to provide mentor sourcing. We can tap cyber professionals/experts in our network and provide a real-life view for participants that some cyber leaders look like them and work in the roles they aspire to one day be in. Providing more mentorship opportunities is something we'd like to offer more to our community members.

LiT Denver also envisions a series of events throughout future cohorts that will expose participants to real-life scenarios of what a career in cybersecurity can look like. We feel strongly about creating a transparent dialogue about what a tech career can be like (and completing the certification is just one part). So much work comes after that, including advocating for yourself, negotiating, finding mentors, etc.

Signature of this letter indicates Latinas in Tech Denver's commitments that can include:

- Identify necessary skills and competencies for training.
- Provide related skills-based training in collaboration with the required education/training provider.
- Work with employer and education partners to develop new or modify existing curricula.
- Advise on recruitment, retention, and advancement strategies within the IT industry, and the cybersecurity industry more specifically.
- Communicate with current and potential workers within the sector.
- Create professional development and networking events for current and potential workers within the sector.
- Act as mentors and on-the-job trainers to new workers.
- Participate in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

Aimara Rodriguez 06/09/24

_____ _____

Signature *Date*

Printed Name: Aimara Rodriguez, Jaidie Vargas
Position: Chapter Co-Leaders
Organization Name: Latinas In Tech - Denver
Emails: aimara.rodriguez@latinasintech.org, jaidie@latinasintech.org, denver@latinasintech.org
Phone Numbers: 205-370-2856 (Aimara), 850-225-5178 (Jaidie)

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Women in CyberSecurity's (WiCyS) Colorado Affiliate for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TEC-P), which will provide the state's unemployed and underemployed, as well as youth, workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle- to high-skilled career pathways in broadband, infrastructure , and IT industry cybersecurity occupations.

WiCyS' mission is to recruit, retain and advance women in cybersecurity to build a robust and diverse cybersecurity workforce. Our vision is a world where the cybersecurity workforce is an inclusive space. We believe that we align with the goals of TEC-P and happily support their application for the DOL grant.

Signature of this letter indicates WiCyS' commitments that can include one or more of the following:

- Identify necessary skills and competencies for training.
- Provide related skills-based training in collaboration with the required education/training provider.
- Advise on recruitment, retention, and advancement strategies within the IT industry, and the cybersecurity industry more specifically.
- Communicate with current and potential workers within the sector.
- Create professional development and networking events for current and potential workers within the sector.
- Assist with and promote available local mentoring programs and opportunities.

WiCyS Colorado Board Members:

Sherry Peng _____ June 19, 2024

Signature *Date*

Printed Name: Sherry Peng
Position: President
Organization Name: WiCyS Colorado
Email: pengsherry01@gmail.com

Teressa Gehrke _____ June 19, 2024

Signature *Date*

Printed Name: Teressa Gehrke
Position: Social Media Chair
Organization Name: WiCyS Colorado
Email: Teressa@popcykol.com

Lilli Chang June 19, 2024

Signature *Date*

Printed Name: Lilli Chang
Position: Treasurer
Organization Name: WiCyS Colorado
Email: lilli.pjung@gmail.com

Erika J Jones June 19, 2024

Signature *Date*

Printed Name: Erika J Jones
Position: Vice President
Organization Name: WiCyS Colorado
Email: jones.erikaj@gmail.com

Danielle Strimbu
June 19, 2024

Signature *Date*

Printed Name: Danielle Strimbu
Position: Events Chair
Organization Name: WiCyS Colorado
Email: danielle.strimbu@du.edu

Marcella Wigg
June 19, 2024

Signature *Date*

Printed Name: Marcella Wigg
Position: Secretary
Organization Name: WiCyS Colorado
Email: marcellakathrynwigg@gmail.com

To Whom It May Concern:

Please accept this letter as documentation of the commitment of Blacks in Technology's (BIT) Denver Chapter for Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership (TEC-P), which will provide the state's unemployed and underemployed, as well as youth, workers, with individualized counseling, training, work-based-learning, and supportive and specialized services leading to or supporting middle- to high-skilled career pathways in broadband, infrastructure , and IT industry cybersecurity occupations.

The Blacks in Technology Foundation (BIT) is a global organization committed to increasing the representation and participation of Black people in the technology industry. Its mission is to "Stomp the Divide" by establishing a blueprint of technical excellence and innovation, ensuring equitable participation in tech and creating pathways for Black professionals to thrive. BIT offers mentorship, networking events, training programs, workshops, and financial assistance through scholarships and grants. With numerous local chapters worldwide, BIT fosters a supportive community for members to share experiences and collaborate. The organization advocates for diversity and inclusion, working with companies and educational institutions to promote supportive policies and practices. Through partnerships and collaborations, such as this partnership with Denver Economic Development & Opportunity, BIT creates job opportunities and projects benefiting its members. Although it started in the U.S., BIT has expanded globally, creating a worldwide network of Black tech professionals.

Signature of this letter indicates Blacks in Technology's commitments that can include one or more of the following:

- Identify necessary skills and competencies for training.
- Provide related skills-based training in collaboration with the required education/training provider.
- Work with employer and education partners to develop new or modify existing curricula.
- Advise on recruitment, retention, and advancement strategies within the IT industry, and the cybersecurity industry more specifically.
- Communicate with current and potential workers within the sector.
- Create professional development and networking events for current and potential workers within the sector.
- Act as mentors and on-the-job trainers to new workers.
- Participate in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

Gregory Williams _____ 06/28/2024

Signature *Date*

DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY

June 28, 2024

U.S. Department of Labor
Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Re: U.S. Department of Labor, Employment and Training Administration H-1B Building Pathways to Infrastructure Jobs Grant Program. Opportunity Number: FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as documentation of the commitment of the Colorado Local Workforce Areas for the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0), which will provide the state's unemployed and underemployed as well as younger workers, with individualized counseling, training, work based learning, and supportive and specialized services leading to employment in occupations and industries for which employers use H-1B visas to hire foreign workers. The participating Local Workforce Areas (Workforce Development Boards) are part of the Central Region and the Colorado Rural Workforce Consortium, have long-standing collaborative partnerships, and are located throughout the TEC-P 3.0 targeted geographic regions. Signature of this letter indicates the partners' commitment to assume the roles and responsibilities detailed below. The duties listed are individualized to each type of partner below:

Fiscal Agent and Lead Applicant:
The Denver Economic Development and Opportunity (DEDO) is the lead applicant and fiscal agent for the TEC-P 3.0 H-1B project and will oversee the financial management of the grant. In addition, DEDO will be responsible for:

- Programmatic oversight and administration of the project including program design and execution, infrastructure development, coordination, communication, and management of partner organizations, technical support to partners as well as program activity monitoring of all partners
- Timely and accurate financial and participant-level performance reporting, including the process for tracking participant-level data on participant characteristics, services, activities, and employment outcomes of participants served through the project to report to the Department during the life of the grant.
- Utilize current systems to regularly assess progress towards the identified performance goals and collection and reporting of quarterly status based on performance outcomes measured against goals.
- Development, production and coordinated distribution of outreach materials.
- Management of an electronic meeting technology option that will provide partners with a shared communication platform for ongoing planning and communications

- Facilitation of partner participation in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

Local Workforce Areas (Workforce Development Board):
Denver Workforce Services
Colorado Rural Workforce Consortium

Local Workforce Area partners will provide individualized coaching for participants including any combination of the following range of services depending on the unique needs of each participant and the options available through employer and training partners in their region:

- Working with employer and sector partners to identify training needs for targeted participants
- Working with education and training partners to match training options with employer needs
- Recruiting, screening, and referring qualified candidates from their respective local regions
- Conducting educational and career assessments for every participant
- Providing supportive services or referrals for supportive services as needed
- Connecting participants with on-the-job training, paid work experience, apprenticeships, and other work-based training opportunities through training and employer partners
- Connecting participants with job options through employer partners and supporting with the job applications, interview process, and other job search resources.
- Recording and maintaining all participant data for performance outcomes measurement
- Participating in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding

Colorado Urban Workforce Alliance:
CUWA will serve in a convening and advisory role to support the development of the program and serve as an industry liaison. This role will include the following:

- Convening a consortia of employers and industry associations to provide employer input on training needs
- Liaising between employers and trainers to determine the most effective options for increasing participant competencies in the targeted H-1B industries and occupations
- Providing the lead applicant with program design and management expertise based on recent success with similar programs
- Participating in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding

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& OPPORTUNITY

Sir Green

Sir Green, Ed.D, MBA
Sr. Operations Director
Denver Workforce Development
eckerd connects
ECKERD CONNECTS | Workforce Development
4685 Peoria St. Ste 256 **|** Denver, CO 80239
C: (303) 335-8550
E: sgreen@eckerd.org

DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY

June 28, 2024

U.S. Department of Labor
Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Re: U.S. Department of Labor, Employment and Training Administration H-1B Building Pathways to Infrastructure Jobs Grant Program. Opportunity Number: FOA-ETA-23-31

To Whom It May Concern:

Please accept this letter as documentation of the commitment of the Colorado Local Workforce Areas for the Denver Economic Development and Opportunity's proposed Technology Employment in Colorado Partnership 3.0 (TEC-P 3.0), which will provide the state's unemployed and underemployed as well as younger workers, with individualized counseling, training, work based learning, and supportive and specialized services leading to employment in occupations and industries for which employers use H-1B visas to hire foreign workers. The participating Local Workforce Areas (Workforce Development Boards) are part of the Central Region and the Colorado Rural Workforce Consortium, have long-standing collaborative partnerships, and are located throughout the TEC-P 3.0 targeted geographic regions. Signature of this letter indicates the partners' commitment to assume the roles and responsibilities detailed below. The duties listed are individualized to each type of partner below:

Fiscal Agent and Lead Applicant:
The Denver Economic Development and Opportunity (DEDO) is the lead applicant and fiscal agent for the TEC-P 3.0 H-1B project and will oversee the financial management of the grant. In addition, DEDO will be responsible for:

- Programmatic oversight and administration of the project including program design and execution, infrastructure development, coordination, communication, and management of partner organizations, technical support to partners as well as program activity monitoring of all partners
- Timely and accurate financial and participant-level performance reporting, including the process for tracking participant-level data on participant characteristics, services, activities, and employment outcomes of participants served through the project to report to the Department during the life of the grant.
- Utilize current systems to regularly assess progress towards the identified performance goals and collection and reporting of quarterly status based on performance outcomes measured against goals.
- Development, production and coordinated distribution of outreach materials.
- Management of an electronic meeting technology option that will provide partners with a shared communication platform for ongoing planning and communications

- Facilitation of partner participation in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding.

Local Workforce Areas (Workforce Development Board):
Denver Workforce Services
Colorado Rural Workforce Consortium

Local Workforce Area partners will provide individualized coaching for participants including any combination of the following range of services depending on the unique needs of each participant and the options available through employer and training partners in their region:

- Working with employer and sector partners to identify training needs for targeted participants
- Working with education and training partners to match training options with employer needs
- Recruiting, screening, and referring qualified candidates from their respective local regions
- Conducting educational and career assessments for every participant
- Providing supportive services or referrals for supportive services as needed
- Connecting participants with on-the-job training, paid work experience, apprenticeships, and other work-based training opportunities through training and employer partners
- Connecting participants with job options through employer partners and supporting with the job applications, interview process, and other job search resources.
- Recording and maintaining all participant data for performance outcomes measurement
- Participating in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding

Colorado Urban Workforce Alliance:
CUWA will serve in a convening and advisory role to support the development of the program and serve as an industry liaison. This role will include the following:

- Convening a consortia of employers and industry associations to provide employer input on training needs
- Liaising between employers and trainers to determine the most effective options for increasing participant competencies in the targeted H-1B industries and occupations
- Providing the lead applicant with program design and management expertise based on recent success with similar programs
- Participating in all evaluation activities as required by the U.S. Department of Labor as a condition of receipt of grant funding

DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY

Suzie Miller

Suzie Miller
Pronouns: She|Her|Hers*
Director
Colorado Rural Workforce Consortium
*Learn more about why my pronouns are displayed here

COLORADO WORKFORCE CENTER

A proud partner of the American Job Center Network.

(c) 303.519.0590
633 17th Street Denver CO 80202
suzie.miller@state.co.us | cdle.colorado.gov

DOL Building Pathways to Infrastructure Jobs Grant Program Performance Outcome Measures and Tracking Indicators

H-1B PERFORMANCE OUTCOME MEASURES AND TRACKING INDICATORS		
	Performance Outcome Measures and Tracking Indicators	**Numerical Targets (cumulative 5-year totals)**
	TRACKING INDICATORS	
1	**Total number of participants served (cumulative 5-year total)** This tracking indicator includes the total number of unique participants who receive a grant-funded service during the grant period of performance after they are deemed eligible for the program. Note: *Applicants are required to provide annual and cumulative* target for *the total number of participants served; however, this data will not be treated as a performance outcome measure.*	**600**
2	**Total number of participants who began receiving education/job training activities (cumulative 5-year total)** This tracking indicator includes only unique participants, and the target should not exceed the total number of participants served. Note: *Applicants are required to provide annual and cumulative targets for the total number of participants who began receiving education/job training activities; however, this data will not be treated as a performance outcome measure.*	**540**
	PERFORMANCE OUTCOME MEASURES	
1	**Total number of participants who completed education/job training program activities (cumulative 5-year total)** This performance outcome measure includes only unique participants, and the target should not exceed the total number of participants who began receiving education/job training activities.	**480**
2	**Total number of participants who completed education/job training program activities and obtained a credential (cumulative 5-year total)** This performance outcome measure includes only unique participants, and the target should not exceed the total number of participants who completed education/job training program	**400**

	activities.	
3	**Total number of unemployed and underemployed participants who completed education/job training program activities and entered unsubsidized employment** This performance outcome measure includes only unique participants who are unemployed and underemployed (as defined in Section III.C.3. Eligible Participants), and the target should not exceed the total number of participants who completed education/job program training activities. Note that the sum of the targets for this performance outcome measure and Performance Outcome Measure #6 should not exceed the total number of participants who completed education/job training program activities. Incumbent workers should not be included in this outcome.	**385**
4	**Total number of incumbent worker participants who completed education/job training program activities and advanced into a new position** This performance outcome measure includes only unique participants who are incumbent workers (as defined in Section III.C.3. Eligible Participants), and the target should not exceed the total number of participants who completed education/job program training activities. Note that the sum of the targets for this performance outcome measure and Performance Outcome Measure #5 should not exceed the total number of participants who completed education/job training program activities. Incumbent workers who do not advance into a new position (i.e., who retained their existing position) with their current employer or a new employer following the completion of a training program should not be included in this outcome. *If an applicant is not proposing to offer services to incumbent workers the applicant should not submit a target for this performance outcome measure and should note it here.*	**50**

• Provide a thorough explanation of how the numerical targets for the four performance outcome measures and two tracking indicators are feasible and appropriate for the design of the program—specifically, detail how the targets were derived and how the targets fit into the overall timeline of grant implementation. (8 points)

TEC-P 3.0 anticipates the following outcomes, which are realistic and feasible by using prior performance from TEC-P—the foundation of this program's expansion. *Total participants served:* 600. Derived from actual performance and cost per participant of TEC-P, which served 800 participants at $9175. While intending to reduce year over year enrollment compared to the

two previous iterations, TEC-P 3.0 will focus on cyber security occupations that require additional training and hands-on experience. The timeline allows for scaling up and winding down: PY1: 95, PY2: 145, PY3: 145, PY4: 125, PY5: 90. *Total* Colorado Technology Employment in Colorado 2.0 (TEC-P 3.0) *participants enrolled:* 540. Derived from actual performance of TEC-P, with 90% of participants enrolled in education and training and the remaining 10% requiring case management and minimum employment support. The number of expected participants each year is as follows: PY1: 90, PY2: 135, PY3: 140, PY4: 95 PY5: 80 enrolled in education/training. *Total completing:* 480. Derived from actual performance of TEC-P, with 90% of participants successfully completing training activities. Reflecting the number of expected enrollees each year: PY1: 88, PY2: 137, PY3: 130, PY4: 65 PY5: 60 completing. *Participants receiving credential:* 400. Derived from WIOA adult credential attainment rate of 60%, which is realistic and feasible based on past performance of similar target populations and education/training programs. Reflecting the number of completers: PY1: 65, PY2: 125, PY3: 110, PY4: 60 PY5: 40. *Number unemployed/underemployed obtain employment*: 385. Derived from actual performance of TEC-P, 65% of participants completing will be unemployed/underemployed. Reflecting the breakdown of completers: PY1: 60, PY2: 120, PY3: 120, PY4: 55 PY5: 30 obtaining employment. *Number incumbent worker*: 50. Derived from past projections (50) and actual performance (50) of TEC-P, which is realistic because of the expanded sectors and geographic scope of TEC-P 2.0. Data is also derived from WIOA adult employment rates for local areas and the state's past success in meeting performance outcomes. This is realistic and feasible based on the similarity of training programs, credential attainment, and the high-demand sectors for employment of TEC-P 3.0 participants.

Past Performance Chart

Name of Previous Grantor Organization: Department of Labor Employment and Training Administration..			
Grantor Contact Name: Edgar Garcia, Federal Project Officer, Garcia.edgar@dol.gov, 972-850-4650			
Project Title and Grant Number: H-1B Ready to Work Partnership Grant SGA/DFA PY-13-07 Technology Employment in Colorado Partnership (TEC-P)			
Grant Description: Upskill and reskill participants in IT and Advanced Manufacturing			
Project Period of Performance: 10/1/14 thru 6/31/2019			
Number of Participants Actually Enrolled: 674			
Population Served: Unemployed and Underemployed			
Performance Goals			
Metric	**Performance Goal (from completed grant agreement)**	**Performance Outcome**	**Result (shown as Performance Outcome /Performance Goal and%)**
Total Participants Served	*593*	*674*	*674/593 = 114%*
Incumbent Worker	*55*	*59*	*59/55 = 107%*
Total Participants enrolled in Education/Training activities	*508*	*633*	*633/508 = 125%*
Total Participants completing education/training activities	*508*	*542*	*542/508=107%*
*Total Participants completing education/training activities **and** receive a degree or other credential*	*338*	*329*	*329/339 = 97%*
Total Number of unemployed participants who obtain employment	*458*	*440*	*440/458 = 96%*
Total number of incumbent worker participants who advance into a new position	*47*	*22*	*22/47 = 47%*
Average wage that participants will earn at	*$63,280*	*$78,547.00*	*$78,547/$63,280=124%*

placement			
**Total participants who enrolled in intensive services only*	*30*	*66*	*66/30 = 220%*
Total participants who completed intensive services only and obtained employment	*26*	*66*	*66/26 = 254%*
**Not Required for Reporting: Median wages Q4 after exit*	*NA*	*NA*	*518 employed* *$67,688.00*

Spending Rate Analysis

Grant Funds Received:	**Grant Funds Spent by end of Original Period of Performance:**	**Total Spent / Total Grant Funds**	**Percentage Rate of Spending:**
$6,172,569.00	*$6,168,696.81*	*$6,168,696.81/ $6,172,569.00*	***99.84%***

Cost Per Positive Outcome (Provide calculation):
Total funding / the number of program participants
$6,172,569 total grant funding / 674 participants = $9,158.11 cost per participant

Return on Investment: $7.84 for every dollar spent.
Over the life of the grant, participants went on to earn a total of $48.36 million through December 2018. At a cost of $6.17 million, this is a return of $7.84 in worker earnings for every one public dollar spent.

Health Resources & Services Administration

Federal Office of Rural Health Policy (FORHP) Data Files

non-metro-counties-cts; https://www.hrsa.gov/rural-health/about-us/what-is-rural/data-files

ST	CountyName	CTY FIPS	CT	RUCA 2010	
CO	Adams	08001	08001008402	2	
CO	Alamosa	08003			
CO	Arapahoe	08005	08005007101	2	
CO	Archuleta	08007			
CO	Baca	08009			
CO	Bent	08011			
CO	Boulder	08013	08013013601	10	
CO	Chaffee	08015			
CO	Cheyenne	08017			
CO	Clear Creek	08019			This county is eligible even though it is designated as a Metropolitan County under an exception for outlying counties that do not have any urbanized area population.
CO	Conejos	08021			
CO	Costilla	08023			
CO	Crowley	08025			
CO	Custer	08027			
CO	Delta	08029			
CO	Dolores	08033			
CO	Eagle	08037			
CO	Elbert	08039			This county is eligible even though it is designated as a Metropolitan County under an exception for outlying counties that do not have any urbanized area population.

CO	El Paso	08041	08041003801	7	
CO	El Paso	08041	08041003802	7	
CO	El Paso	08041	08041004602	2	
CO	Fremont	08043			
CO	Garfield	08045			
CO	Gilpin	08047			This county is eligible even though it is designated as a Metropolitan County under an exception for outlying counties that do not have any urbanized area population.
CO	Grand	08049			
CO	Gunnison	08051			
CO	Hinsdale	08053			
CO	Huerfano	08055			
CO	Jackson	08057			
CO	Kiowa	08061			
CO	Kit Carson	08063			
CO	Lake	08065			
CO	La Plata	08067			
CO	Larimer	08069	08069002402	2	
CO	Larimer	08069	08069002801	7	
CO	Larimer	08069	08069002802	7	
CO	Larimer	08069	08069002803	7	
CO	Las Animas	08071			
CO	Lincoln	08073			
CO	Logan	08075			

CO	Mesa	08077	08077001800	10	
CO	Mesa	08077	08077001900	2	
CO	Mineral	08079			
CO	Moffat	08081			
CO	Montezuma	08083			
CO	Montrose	08085			
CO	Morgan	08087			
CO	Otero	08089			
CO	Ouray	08091			
CO	Park	08093			This county is eligible even though it is designated as a Metropolitan County under an exception for outlying counties that do not have any urbanized area population.
CO	Phillips	08095			
CO	Pitkin	08097			
CO	Prowers	08099			
CO	Pueblo	08101	08101003200	2	
CO	Pueblo	08101	08101980100	10	
CO	Rio Blanco	08103			
CO	Rio Grande	08105			
CO	Routt	08107			
CO	Saguache	08109			
CO	San Juan	08111			
CO	San Miguel	08113			
CO	Sedgwick	08115			
CO	Summit	08117			

CO	Teller	08119			This county is eligible even though it is designated as a Metropolitan County under an exception for outlying counties that do not have any urbanized area population.
CO	Washington	08121			
CO	Weld	08123	08123001800	10	
CO	Weld	08123	08123002006	10	
CO	Weld	08123	08123002101	4	
CO	Weld	08123	08123002102	4	
CO	Weld	08123	08123002501	10	
CO	Weld	08123	08123002502	2	
CO	Yuma	08125			

Attachment E: Payment Management System Access Letter

(For payment draw-down and financial reporting)

U.S. Department of Labor/ETA Office of Grants Management

200 Constitution Avenue, N.W. – Room N-4716
Washington, D.C. 20210

Dear Recipient:

Congratulations on your recent award. This document provides instructions on how to access your organization's funding, as well as how to submit quarterly ETA-9130 Financial Reports. Award recipients accomplish both tasks using the Payment Management System (PMS), operated by the U.S. Department of Health and Human Services (HHS).

All grant recipients must have an ID.me account to gain access to PMS. Establishing your ID.me account is the first step in the PMS process. User access requests for grant recipients will only be approved if you have an ID.me account. If you have questions related to creating an ID.me account or need technical assistance with accessing PMS via ID.me, instructions and additional guidance can be found at https://xms.hhs.gov/help/job-aids/help_pages.html.

For Existing PMS Users

If your organization has previously received a grant or cooperative agreement with ETA, a PMS account already exists, and it's where you can find your new grant award funding. The front page of your grant award will have the following information to help access your funding in PMS:

- The last eight digits of the Federal Award Identification Number (item 12) of the new grant or cooperative agreement (e.g., XX123456),
- Award amount (item 20), and
- The PMS Employer Identification Number (EIN) (item 3) (e.g., 1123456789X1) where the new grant or cooperative agreement funding resides under a payee account (e.g., 5h43B).

Recipients may add or amend account access and banking information using the links below.

- To add or remove PMS account access for your organization, please visit: https://pms.psc.gov/grant-recipients/user-access.html
- To add a bank account to your PMS account, please visit: https://pms.psc.gov/grant-recipients/banking-add-change.html

For new PMS Users

When issuing a grant award, a PMS account has been set up for your organization. A payee account (e.g., 5h43B) also has been established, and it's where you can find funding for your

new grant award. The front page of your grant award will have the following information to access to your account:

- The last eight digits of the Federal Award Identification Number (item 12) of the new grant or cooperative agreement (e.g., XX123456),
- Award amount (item 20), and
- The PMS Employer Identification Number (EIN) (item 3) (e.g., 1123456789X1) where the new grant or cooperative agreement funding resides under a payee account (e.g., 5h43B).

As a new PMS user, you will need to add or amend account access and banking information using the links below.

- To add or remove PMS account access for your organization, please visit: https://pms.psc.gov/grant-recipients/user-access.html
- To add a bank account to your PMS account, please visit: https://pms.psc.gov/grant-recipients/banking-add-change.html

Submitting Federal Financial Reports in PMS

Recipients must report quarterly financial data on the ETA-9130 Financial Report, which is due as shown below:

Quarter End Date	Quarterly ETA-9130 Due Date
March 31	May 16
June 30	August 15
September 30	November 15
December 31	February 15

A final financial report for the last quarter of the period of performance must be submitted no later than 120 calendar days after the expiration of the grant period of performance. Additional information on financial reporting can be found in TEGL No. 16-22 and TEGL No. 16-22, Change 1.

Recipients must submit financial reports through PMS. Recipient staff who are submitting/certifying financial reports on behalf of their organization must log in to PMS and update their permissions to request access to the financial report forms.

- For general instructions on financial report submission, visit: https://pms.psc.gov/grant-recipients/ffr-updates.html
- Grant Recipients' financial reports can be found by: *Login PMS → select "Menu" → Federal Financial Reporting → Federal Financial Reporting*
- A Financial Report User Guide can be found by: *Login PMS → select "Menu" → Federal Financial Reporting → FFR Grantee User Guide*

PMS Help Desk

If you need assistance with your PMS account, information on the PMS Helpdesk can be found at https://pms.psc.gov/support/help-desk.html.

- Please contact the PMS Help Desk at (877) 614-5533 or PMSSupport@psc.gov
- Recipients may also submit a service ticket online and access more services using the Self-Service Web Portal at: https://gditshared.servicenowservices.com/hhs_pms

Attachment F:
Negotiated Indirect Cost Rate Agreement

CERTIFICATE OF COST ALLOCATION PLAN

City and County of Denver
Denver Economic Development and Opportunity
Division of Workforce Development

This is to certify that I have reviewed the Cost Allocation Plan submitted herewith and to the best of my knowledge and belief:

(1) All costs included in this proposal, dated **April 17, 2024**, to establish cost allocations or billings for Fiscal Year **2024** are allowable in accordance with the requirements of 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and the Federal award(s) to which they apply. Unallowable costs have been adjusted for in allocating costs as indicated in the Cost Allocation Plan.

(2) All costs included in this proposal are properly allocable to Federal awards based on a beneficial or causal relationship between the expenditures incurred and the Federal awards to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistently.

I declare that the foregoing is true and correct.

Government Unit:	City and County of Denver Denver Economic Development and Opportunity
Signature:	Fanta Harkiso _____
Name of Official:	Fanta Harkiso
Title:	DEDO Financial Director
Date of Execution:	April 17, 2024

Denver Economic Development and Opportunity
Division of Workforce Development
Cost Allocation Plan
January 1, 2024

Organization

Denver Economic Development and Opportunity (DEDO) is comprised of the following divisions:

1. DEDO Executive Office
2. Division of Business Development
3. Division of Small Business Opportunity
4. Division of Workforce Development
5. Neighborhood Equity and Stabilization

DEDO's Organization Chart and 2024 Budget are included in this Cost Allocation Plan as Attachments A and B respectively.

This Cost Allocation Plan is specific to DEDO's Division of Workforce Development.

Workforce Development Services

DEDO's Division of Workforce Development (DWD) serves as a comprehensive employment and training resource for jobseekers and employers throughout Denver. Along with a strong collaboration with contractors, DWD connects jobseekers with needed skills to secure sustainable employment and connects employers with a trained and ready workforce.

DWD, through its contracted service provider Eckerd Connects, offers Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker services to eligible individuals at the One-Stop Center and the Affiliate Center. DWD's staff provides Employer Services, Wagner-Peyser Employment Services, and Trade Adjustment Act Assistance at the One-Stop Center and the Affiliate Center.

DWD also provides connections to several other programs to ensure participant success.

- Veterans and eligible spouses receive priority assistance and can connect with resources through the Jobs for Veterans State Grant Program and the Veterans Service-to-Career Grant Program.

- WIOA Youth services are offered through DWD's contracted partner Eckerd Connects.

- DWD has partnered with local counties, businesses, non-profits, and educational institutions to provide training in the technology and manufacturing sectors through the H-1B-One Workforce Grant Program.

- Other opportunities are provided through programs such as Back to Work 50+, Lives Empowered, Disability Employment Initiative, Pathway Home, Sector Partnerships, and State Apprenticeship Expansion.

The following chart summarizes DWD's services and One-Stop partners:

Program Services	Provider	Access Methodology
WIOA Title I Adult/DW	Eckerd Connects (DWD Contractor)	Located in the One-Stop Center
WIOA Title I Youth	Eckerd Connects (DWD Contractor)	Located in the One-Stop Center
YouthBuild	Mile High Youth Corps	Cross-Trained
Native American Programs	Denver Indian Center, Inc.	Cross-Trained
WIOA Title II Adult Education and Family Literacy Act	Aurora Mental Health & Recovery	Cross-Trained
WIOA Title III Wagner-Peyser	DEDO - DWD	Located in the One-Stop Center
WIOA Title IV Vocational Rehabilitation	CDLE - DVR	Cross-Trained
Senior Community Service Employment Programs	SER Jobs for Progress - National	Cross-Trained
Carl D. Perkins Career and Technical Education Act	Emily Griffith Technical College	Cross-Trained
Trade Adjustment Assistance	Eckerd Connects	Located in the One-Stop Center
Jobs for Veterans State Grants Programs	CDLE-Veterans Services	Located in the One-Stop Center
Community Services Block Grant - Employment and training activities	Denver Human Services	Cross-Trained
Department of Housing and Urban Development - Employment and training activities	DEDO – NEST	Cross-Trained
State Unemployment Insurance	CDLE – UI Division	Direct Technological Linkage
Temporary Assistance for Needy Families	Denver Human Services	Cross-Trained
Job Corps	Equus	Cross-Trained

Direct Costing

All allowable costs of DWD that are readily identified with a specific program or cost objective are charged directly to that program.

Examples of direct costs include the following:

- Wages and fringes of DWD staff assigned to a specific program
- Expenditures of contractors who carry out activities of specific programs
- Supportive services, tuition, and work experience for program participants

Allocation Costing

Shared costs that are not readily chargeable to a final cost objective are accumulated in the DWD General Cost Pool (GCP) and periodically allocated to final cost objectives using the cost allocation methodologies described below.

Examples of allocated costs include the following:

- Wages
- Fringes
- Computer Usage
- Contracts for Professional Service
- Equipment Purchase or Rental
- Meetings
- Parking
- Postage
- Printing
- Rent
- Repairs and Maintenance
- Staff Training
- Storage
- Subscriptions
- Supplies
- Telephone
- Travel

Payroll Cost Allocation

Payroll costs can be either direct costs or allocated costs. The classification is based on the workload performed by each employee.

DWD staff assigned to program operations submit biweekly timesheets indicating time spent on specific programs. The actual wages and fringes paid to employees for the corresponding pay period are then allocated to each program based on time percentages calculated from the timesheets.

Administrative staff also submit biweekly timesheets. To the extent possible, administrative staff report time spent on specific programs. These employees may also charge time to the DWD GCP to be allocated in the General Cost Allocation described below.

General Cost Allocation

General and administrative costs that include personnel and non-personnel costs not directly identified as benefiting specific programs are accumulated in the DWD GCP.

General and administrative costs may be classified as either administrative or program costs or both based on a ratio of administrative and program staff and the criteria for usage.

Direct costs charged to each program are used to obtain a percentage of the total direct costs charged to all programs to be applied to the general and administrative costs for a specific period. Previously allocated amounts are then subtracted from the resulting calculation to record the new monthly general and administrative cost allocation for each program.

Once a program has ended, it will be removed from the General Cost Allocation and a new allocation period will begin for the remaining funding sources. The same process will be followed when a new program begins and is to be included in the allocation.

Reclassification of Expenditures in the City's Financial System of Record

Initially, DWD staff payroll costs are paid from the DWD GCP which is represented in the City's Financial System of Record by the Fund-Cost Center combination of 17802-0117100. Monthly journal entries are prepared to transfer payroll costs from the DWD GCP to each benefiting program based on the Payroll Cost Allocation.

Non-direct program costs such as general and administrative costs and non-personnel costs are also accumulated in the DWD GCP. This includes DWD's net share of personnel and non-personnel costs from the DEDO Cost Allocation. Monthly journal entries are prepared to transfer these costs from the DWD GCP to each benefiting program based on the General Cost Allocation.

Documentation used as the basis to perform cost allocations may include employee timesheets, payroll registers, general ledger reports, and other source documents.

Attachment A

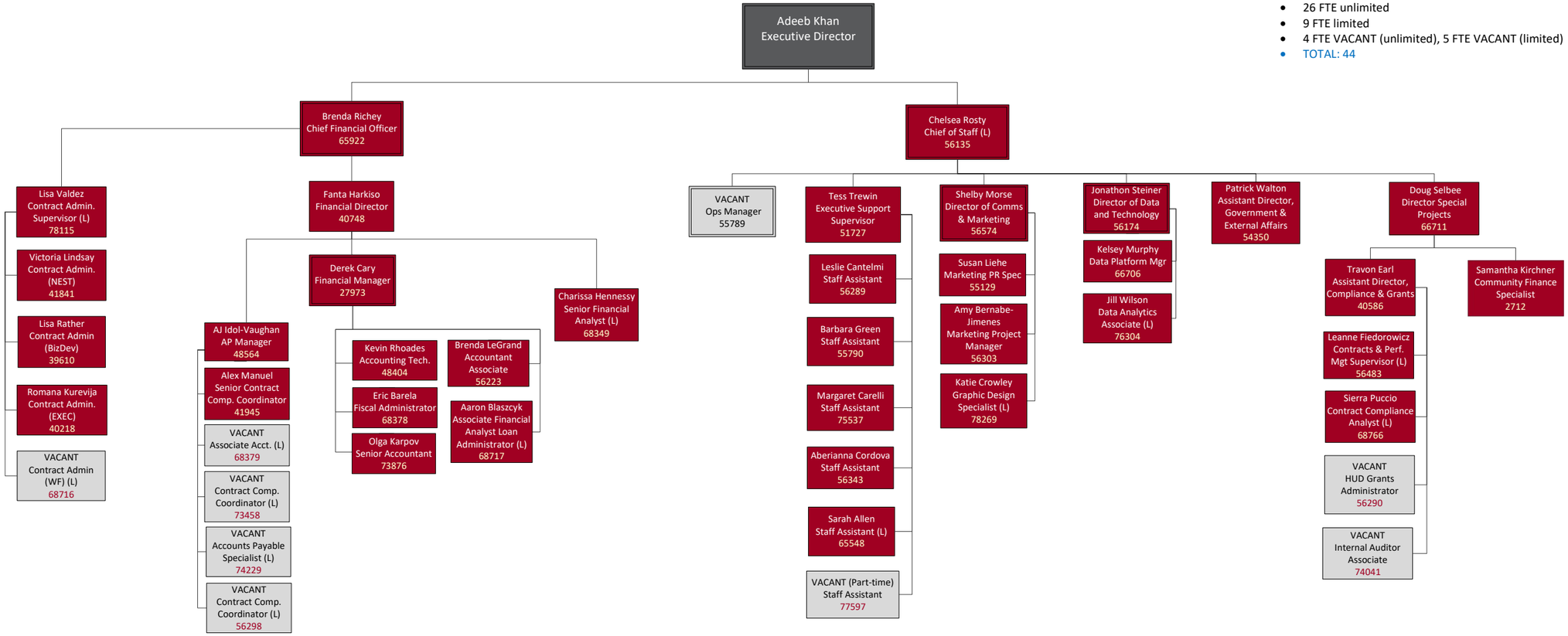
Denver Economic Development and Opportunity

Organization Chart

EXECUTIVE OFFICE

April 2024

- 26 FTE unlimited
- 9 FTE limited
- 4 FTE VACANT (unlimited), 5 FTE VACANT (limited)
- TOTAL: 44



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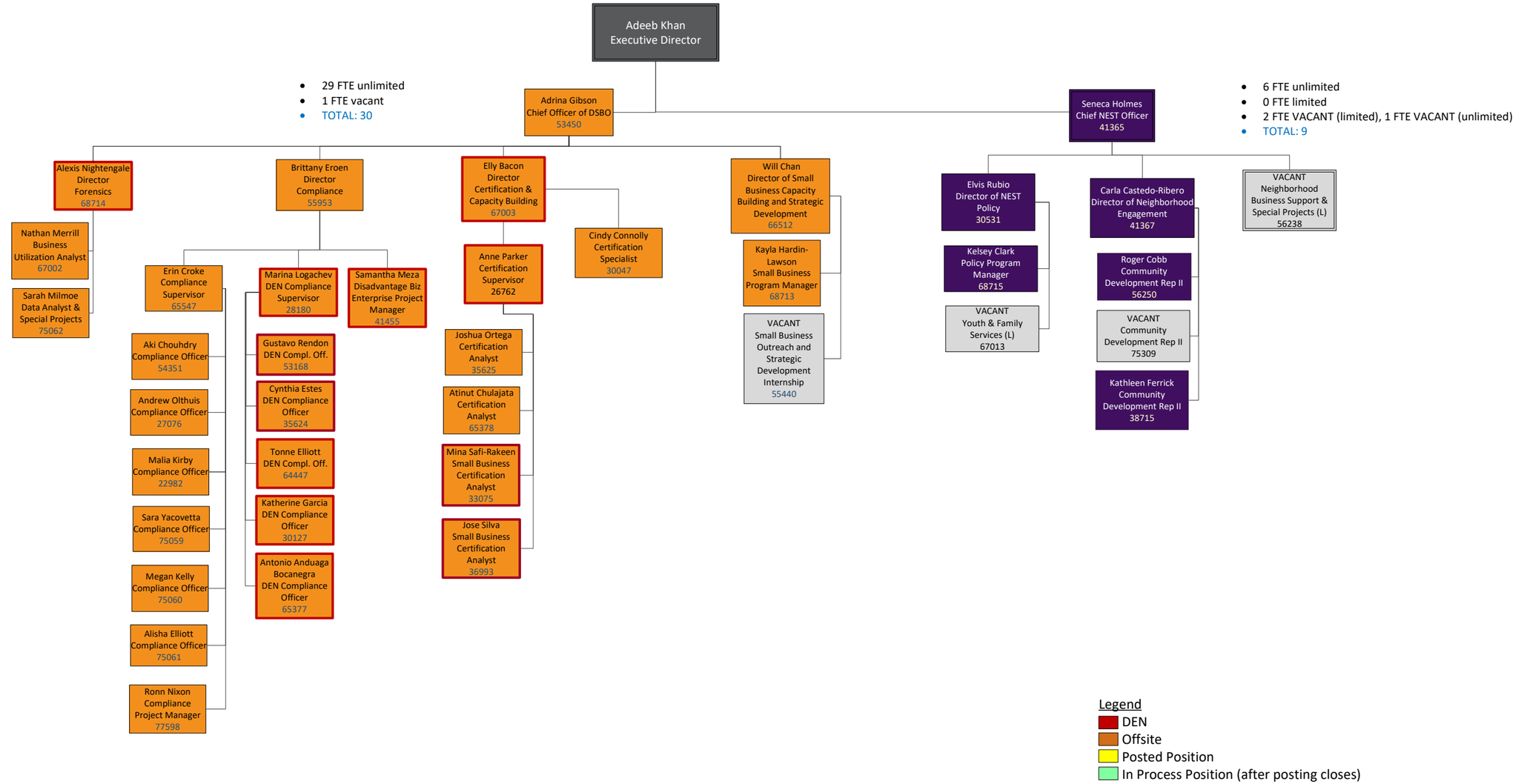
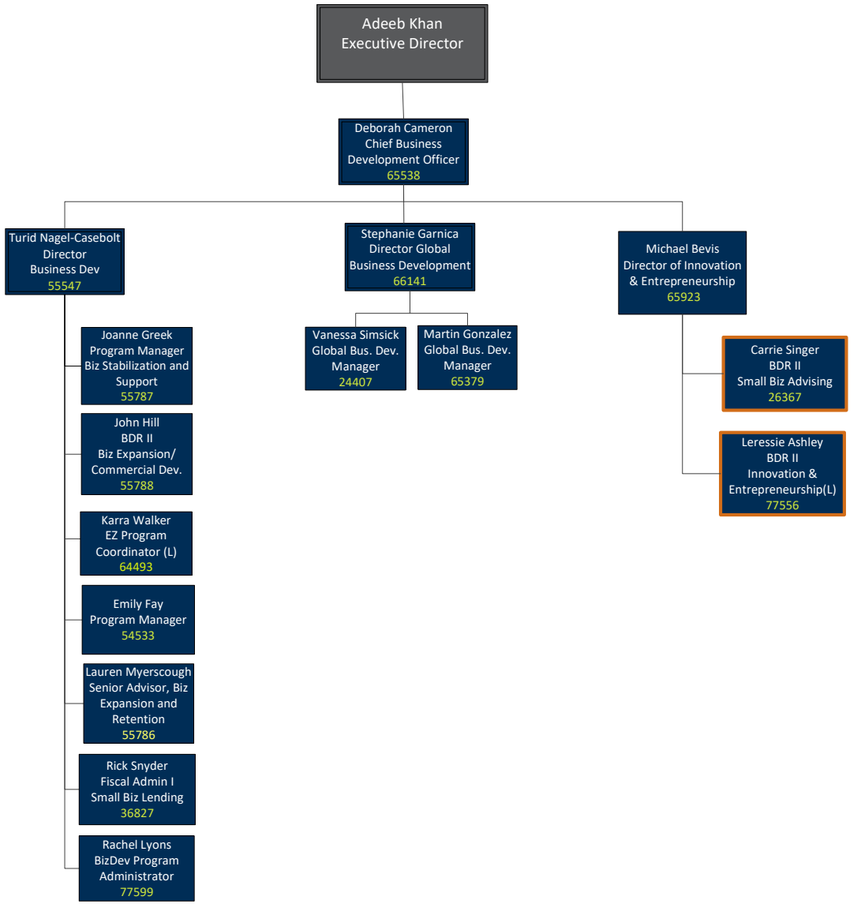
DSBO/NEST

April 2024



BUSINESS DEVELOPMENT/GLOBAL/INNOVATION & ENTREPRENEURSHIP April 2024



- 13 FTE unlimited
- 2 FTE limited
- 0 FTE VACANT (unlimited), 0 FTE VACANT (limited)
- TOTAL: 15

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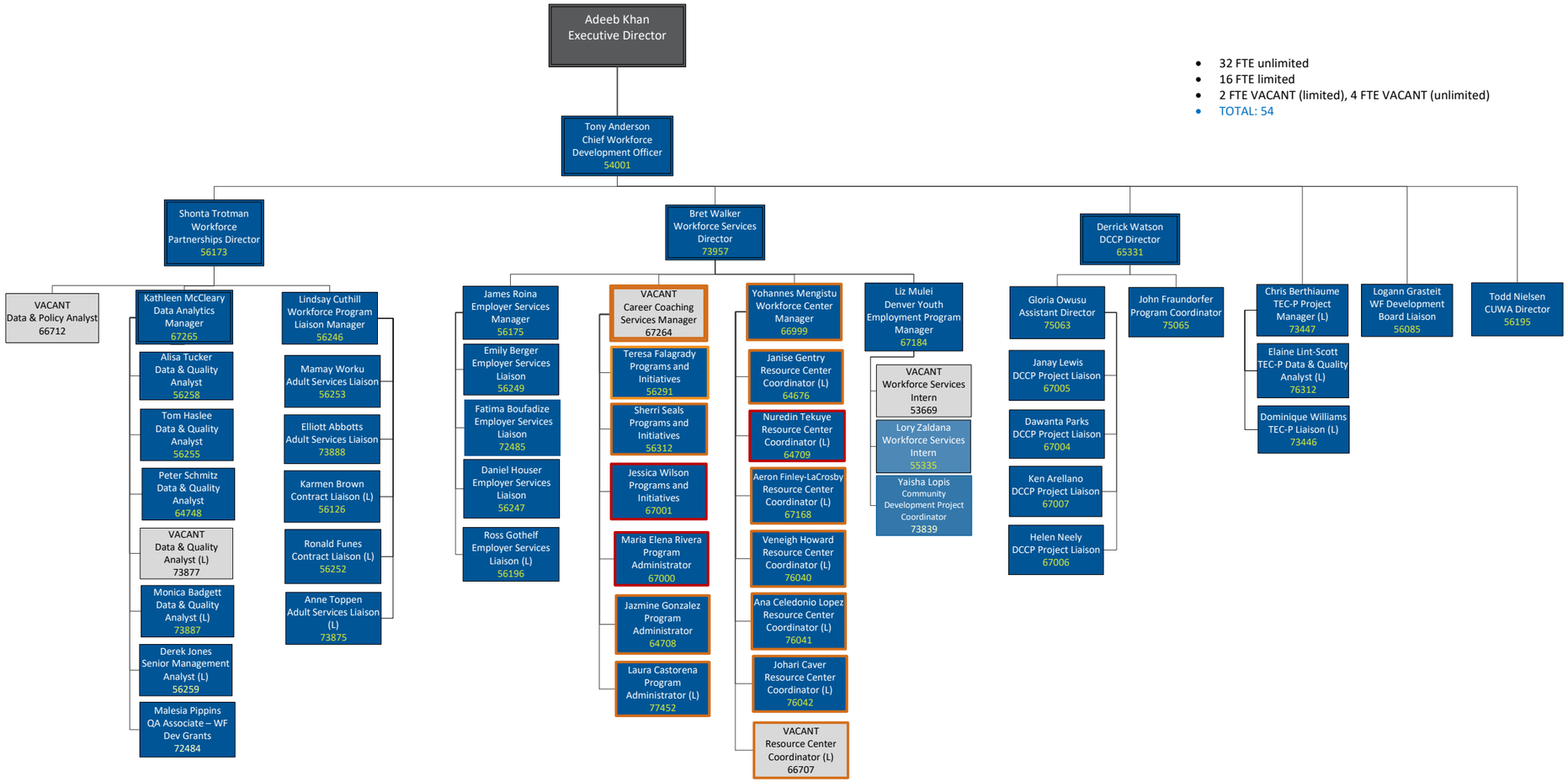
WORKFORCE

April 2024

- 32 FTE unlimited
- 16 FTE limited
- 2 FTE VACANT (limited), 4 FTE VACANT (unlimited)
- TOTAL: 54



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Attachment B

Denver Economic Development and Opportunity

2024 Budget

MAYOR'S 2024 BUDGET

City and County of Denver

DENVER
THE MILE HIGH CITY

Economic Opportunity Estimated Expenditures and Project Descriptions by Agency

Fund	Control Level	Program Name	2022 FTE	2023 FTE	2024 FTE	2022 Actuals	2023 Estimated	2024 Estimated
Appropriated Special Revenue Funds								
Denver Economic Development and Opportunity								
17601	0117000	Employer Recruitment, Training and Retention Program	8.00	-	0.79	1,440,620	4,248,988	477,500
17603	0117000	Youth Employment and Training Programs	-	0.10	0.09	499,036	2,193,842	768,800
17601	0114000	Employer Recruitment, Training and Retention Program	-	8.00	8.00	87,085	3,159,521	3,200,000
		DEDO Appropriated SRF Subtotal	**8.00**	**8.10**	**8.88**	**2,026,741**	**9,602,351**	**4,446,300**
		Total Appropriated SRFs	**8.00**	**8.10**	**8.88**	**2,026,741**	**9,602,351**	**4,446,300**
Non-Appropriated Special Revenue Funds								
Business and Community Investment								
11847	0114400	Business Incentives	-	-	-	607,500	1,200,000	6,298,088
17803	0114410	Coronavirus Emergency Business Support	-	-	-	497,310	-	-
		Subtotal	**-**	**-**	**-**	**1,104,810**	**1,200,000**	**6,298,088**
Business Development Division								
17807	0114000	Denver Retail Attraction	-	-	-	-	1,000,000	1,000,000
11842	0114000	Enterprise Zone	0.50	-	0.38	29,861	342,253	370,445
17805	0114000	The Malone Fund	-	-	-	1,412,983	8,636,611	3,737,674
		Subtotal	**0.50**	**-**	**0.38**	**1,442,844**	**9,978,864**	**5,108,119**
Economic Development Grant and Special Revenue Funds								
17904	0117000	Business and Workforce Development Training, Support, Outreach	-	-	1.00	15,087	128,537	316,877
11814	0117000	Revolving Loan Fund	-	-	-	27,310	238,362	238,362
11820	0117000	Skyline - Economic Development Project	-	-	-	-	1,247,655	1,247,655
		Subtotal	**-**	**-**	**1.00**	**42,397**	**1,614,554**	**1,802,894**
Executive Office								
11855	0115000	Marketing Sponsorships	-	-	-	55,127	38,478	38,478
		Subtotal	**-**	**-**	**-**	**55,127**	**38,478**	**38,478**
		DEDO Non-Appropriated SRF Subtotal	**0.50**	**-**	**1.38**	**2,645,177**	**12,831,896**	**13,247,579**
Transfers								
11847	9910000	Transfer to General Fund	-	-	-	-	-	3,500,000
17601	9910000	Transfer to General Fund	-	-	-	-	-	2,000,000
17603	9910000	Transfer to General Fund	-	-	-	-	-	250,000
		Economic Opportunity Transfers Total	**-**	**-**	**-**	**-**	**-**	**5,750,000**
		Total	**8.50**	**8.10**	**10.26**	**4,671,919**	**22,434,247**	**23,443,879**

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Denver Economic Development and Opportunity

Appropriated Special Revenue Funds

The **Employer Recruitment, Training, and Retention (GF) Program** establishes direct relationships with industry consortiums, determines their workforce needs, and develops specific recruitment, training, and retention programs to create employment opportunities for the working poor. Revenue to this program is a transfer from the General Fund. This fund is appropriated annually and is non-lapsing. In 2024, a portion of this fund's cash balance is being transferred back to the General Fund to better align capacity in the fund with historical spending. This fund will continue to receive a General Fund transfer in 2024.

The **Youth Employment and Training Program** provides employment opportunities for youth interested in a government-assisted summer work experience. Included in this is the Careerwise program, which helps facilitate youth into Career Residency Training. These funds are used to put youth into workforce training opportunities and revenue for this program comes from a transfer from the General Fund. In 2024, a portion of this fund's cash balance is being transferred back to the General Fund to better align capacity in the fund with historical spending. This fund will continue to receive a General Fund transfer in 2024.

Non-Appropriated Special Revenue Funds

The **Business Incentives Fund** encourages and develops new investment programs, supports the seeding and nurturing of emerging economic and business targets, and supports existing high-economic impact businesses. Funded by a General Fund transfer. In 2024, a portion of this fund's cash balance is being transferred back to the General Fund to better align capacity in the fund with historical spending. This fund will continue to receive a General Fund transfer in 2024.

The **Malone Fund** expands access to venture capital for diverse-owned Denver startups and early-stage companies. The Malone Fund is focused on expanding access to capital for companies led by individuals with historic underinvestment and looks to galvanize leaders to disrupt systems of economic inequities. It is funded by revenue generated from one percent of retail marijuana sales tax, up to $50 million. Additionally, it is anticipated that non-City dollars will contribute to this effort.

The **Enterprise Zone Program** manages the nonprofit portion of Enterprise Zone activity and markets the Enterprise Zone program. Enterprise Zones are targeted areas, whose boundaries are determined by the State, that are eligible to receive economic incentives based on factors including poverty and unemployment rates in those areas. Revenue to this fund comes from a percentage fee assessed to nonprofit organizations that are certified as Enterprise Zone projects in the City and County of Denver, as well as State or private contributions.

The **Coronavirus Emergency Business Support Fund** was established in 2020 to support local Denver businesses during the economic downturn caused by the COVID-19 pandemic. Program expenditures include grants and loans to Denver businesses that meet the program criteria outlined by the Denver Economic Development and Opportunity. This fund is cash-based and non-lapsing and was funded by a General Fund transfer.

The **Marketing Sponsorships Fund** supports and promotes citywide initiatives, goals, and programs that cross multiple departments. This includes the City Spirit employee-appreciation initiatives and programs and the station parties around the opening of the RTD West Line. Revenue is received through various sponsorships and private donations.

The **Business and Workforce Development, Training, Support, and Outreach Fund** is used to administer programs related to training, outreach, and support for entrepreneurs, small businesses,

and workforce development efforts for youth and adults. Revenue is from contributions, special donations, and funding from the airport.

The **Revolving Loan Fund** provides revitalization loans to low-income homeowners and businesses in economic development target areas. Funded by a one-time federal grant, this fund now leverages loan payments that are returned to the fund and reused.

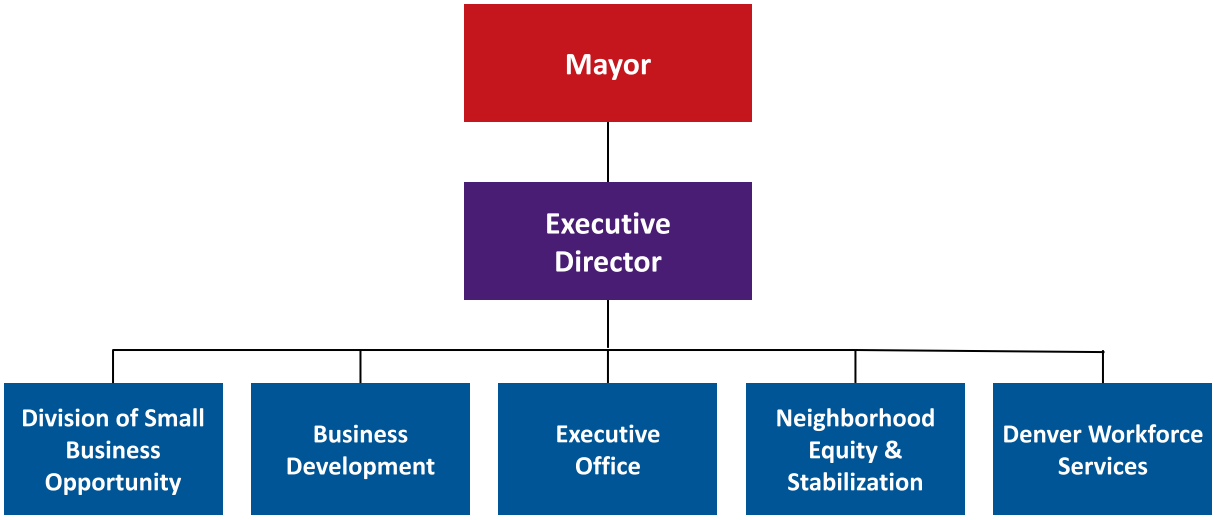
The **Skyline Economic Development Fund** encourages anchor projects in Neighborhood Business Revitalization (NBR) areas, as well as non-NBR areas, and makes business loans available through a shared risk pool with a participating bank in a target area where conventional financing is not readily available. The purpose of the project is to foster the revitalization of neighborhood business areas and the surrounding neighborhoods; to generate employment for Denver residents; to increase tax revenues; and to improve the services available to neighborhood residents. Revenue for this fund comes from a settlement with the federal government.

DEDO's expenditures in the multi-agency **Internal Billing and Reimbursement Fund** reflect internal billings through DEDO's partnership with the Denver International Airport. DEDO uses this fund to bill DEN for their share of expenditures at the Workforce and Small Business Opportunity centers operated by DEDO out at the Denver International Airport. These funds are used to administer workforce-related services to the public. DEDO's expenditures in this fund are presented in the General Government Special Revenue Fund table.

The **Denver Retail Attraction Fund** administers tax revenue-sharing City agreements for high-impact retail projects that create significant public benefits to the city. Public benefits include the elimination of blight through construction of significant improvements, new economic activity to the city, an inflow of consumers from outside the city, filling a market need not otherwise being served locally, and serving as an anchoring/seeding project that will be a catalyst for surrounding community-serving development.

Economic Development

Denver Economic Development and Opportunity



Mission

Denver Economic Development & Opportunity is creating an economy that works for everyone.

Department Summary

Denver Economic Development & Opportunity (DEDO) strives to be a driving force that advances equitable economic prosperity for the City and County of Denver, its businesses, neighborhoods, and residents. DEDO's focus is the coordination, planning, and implementation of equitable initiatives designed to promote Denver's continued economic recovery and prosperity through five program divisions that are supported by DEDO's executive office.

More information is available on DEDO's website which can be accessed at: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity

Services

Small Business Opportunity

The **Division of Small Business Opportunity (DSBO)** supports the growth, capacity, and sustainability of small, disadvantaged, minority, and women-owned businesses.

Supporting activities include: 1) certifying small, minority- and women-owned businesses in both local and federal programs; 2) establishing and monitoring small business participation goals and defined pool opportunities to level the playing field for small businesses on projects and procurement of goods and services throughout the City and County of Denver; 3) providing strategic development programs like the Citywide Mentor Protégé Program, technical assistance, and educational training for small businesses; 4) ensuring that DEDO's outreach programs focus on educating small businesses and collaborating with internal and external stakeholders within the Denver community; and 5) coordinating with City agencies to operationalize equitable programs and policies from local and federal funding like the Justice 40, Disparity Study, and bond funding to ensure small, minority- and women-owned businesses benefit from the intent and purpose of these programs and policies.

DSBO also works to increase opportunity and access through partnerships with stakeholder groups, such as the Black, Hispanic and Asian Chamber, various contractor organizations, and nonprofit resource partners such as the Mi Casa Resource Center and Hispanic Contractors of Colorado, to implement specific programmatic actions.

More information on DSBO activities is available here: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Do-Business-with-the-City

Neighborhood Equity and Stabilization

Neighborhood Equity and Stabilization (NEST)'s mission is to support neighborhoods experiencing significant change to elevate their voices in determining the future of their community by empowering under-resourced and marginalized residents and businesses.

Supporting activities include administration of the Community Development Block Grant (CDBG) program; activation and revitalization through the ARPA-funded Neighborhood Activation Program; supporting community-driven and led projects through Community Mini Grants; and supporting small businesses through education and capacity building, including CDBG-funded business support offices and peer navigation services to help connect residents and businesses to resources and services.

More information about NEST's activities is available here: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Neighborhood-Equity

Business Development

The **Business Development team** is focused on fostering economic inclusivity and enhancing Denver's future economic resiliency.

Supporting activities include attracting, retaining, and growing Denver businesses and encouraging and supporting entrepreneurial opportunities, with an emphasis on targeted business clusters central to Denver's long-term competitiveness. Activities also include promoting Denver on the global stage as a desirable city for internationally-based businesses to launch or expand operations and hire local talent. The Business Development team measures success in jobs influenced, investment encouraged, and equitable business and entrepreneurial activity. This team includes Global Business Development, Traditional Business Development, and Entrepreneurship and Innovation.

More information is available here: https://denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Business-Owners-Entrepreneurs

Denver Workforce Services (DWS) connects local employers with a qualified and trained talent pipeline while providing job seekers with training and employment opportunities. DWS partners with several public and private organizations to expand the talent pipeline needed for Denver's most in-demand jobs. In addition to these partnerships, DWS acts as a catalyst to the larger workforce system by convening the Denver Workforce Integration Network (DWIN), a monthly gathering of system stakeholders to align, enhance, and innovate.

DWS also houses **The Denver Construction Careers Program (DCCP)** which ensures that Denver residents benefit from unprecedented investments in the city's infrastructure by strengthening training and job placement for large public projects and building income and wealth for residents while also building Denver's construction workforce of the future.

More information is available here: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Employers-Jobseekers/Denver-Construction-Careers-Program

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Executive Office

DEDO's Executive Office is dedicated to advancing the operational effectiveness and customer service of DEDO, advancing its programs and initiatives, and increasing the impacts and outcomes achieved for the residents and businesses of Denver.

Key activities include establishing DEDO's strategic plan, goals, objectives, and performance/forecasting metrics; policy development and direction; marketing and communications, including community outreach, public engagement, government relations, strategic marketing, and media relations; financial management, including budgeting and accounting; contract management; staffing, structure, and employee engagement; and operational management, project management, data analysis, and continuous improvement.

Strategies

DEDO's work supports all of RISE Denver's key strategies, which include:

- Bringing back and enhancing lost jobs and creating new jobs
- Strengthening small business and nonprofit growth and resiliency
- Supporting the revitalization of Denver's neighborhoods through targeted community support and placemaking
- Making it easier to do business with Denver
- Accelerating public investment

More information about the RISE initiative is available here: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/RISE-Denver

Performance and Program Highlights

Supporting Jobs and Career Pathways

DEDO will connect jobseekers to the trainings and supports for careers in industries where there is growth in Denver.

Program examples include, but are not limited to:

- Denver Workforce Centers – supporting employers and jobseekers
- Denver Youth Employment Programs
- Technology Employment in Colorado Partnership

Supporting the Growth and Resiliency of Small Businesses and Nonprofits

DEDO will invest in opportunities to strengthen, preserve, and support small businesses and nonprofits that enhance Denver's economy.

Program examples include, but are not limited to:

- Entrepreneurship Investments (e.g. Entrepreneurship Centers at Commons on Champa and Park Hill, Herman Malone Fund, TechUp)
- Mentor Protégé Program
- Global Landing Pad
- Business Impact Opportunity Fund

Lifting Up Denver's Neighborhoods

DEDO will re-energize and continue activating neighborhoods through events, arts, and cultural activities to ensure vital services remain available to area residents. One example is the Denver Business Façade Program, which provides financial support to small businesses to improve building storefronts/ exteriors and make necessary upgrades to increase their visual street appeal and, consequently, attract more customers. The visual upgrades will make the businesses and neighboring commercial areas more attractive, more sustainable, and will preserve Denver's historic façades, all while boosting economic activity at the local level.

Additional program examples include, but are not limited to:

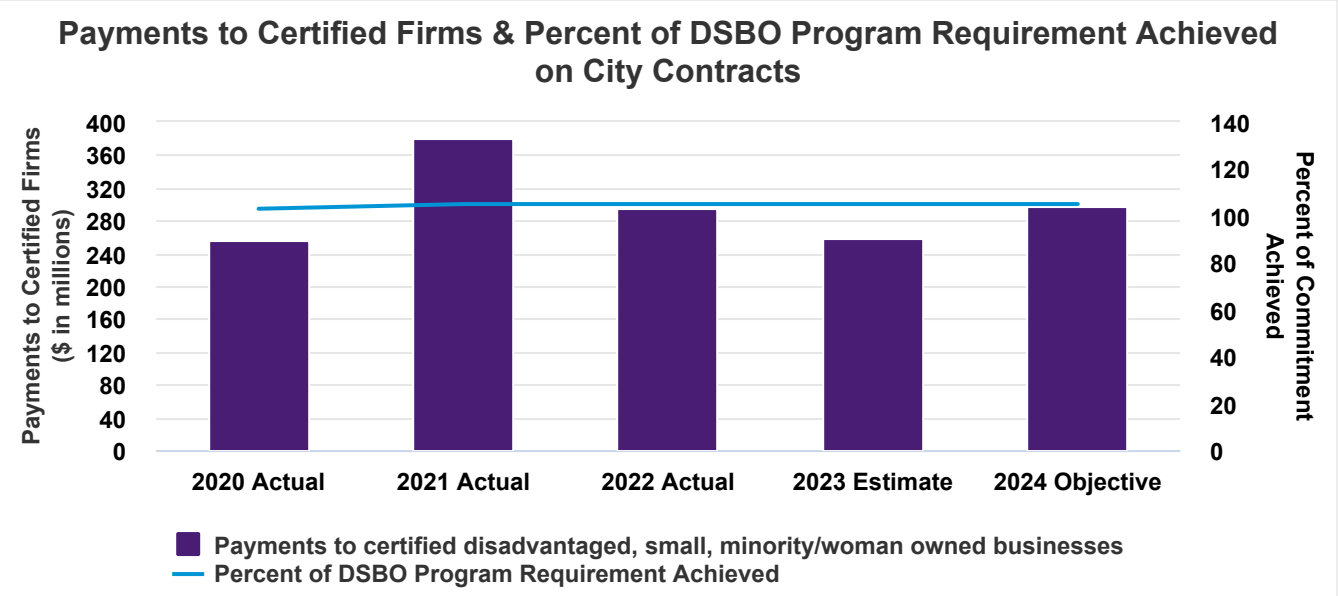
- Downtown Denver Activation
- Neighborhood Activation Program,
- Business Navigators, Indie-Visible, Community Mini-Grants

Supporting Public Investment

DEDO will invest in opportunities that encourage talent development, spur private sector investment, and provide increased opportunities for minority- and women-owned businesses.

Program examples include, but are not limited to:

- Small Business Minority Certification and Goal Setting
- Denver Construction Careers Program



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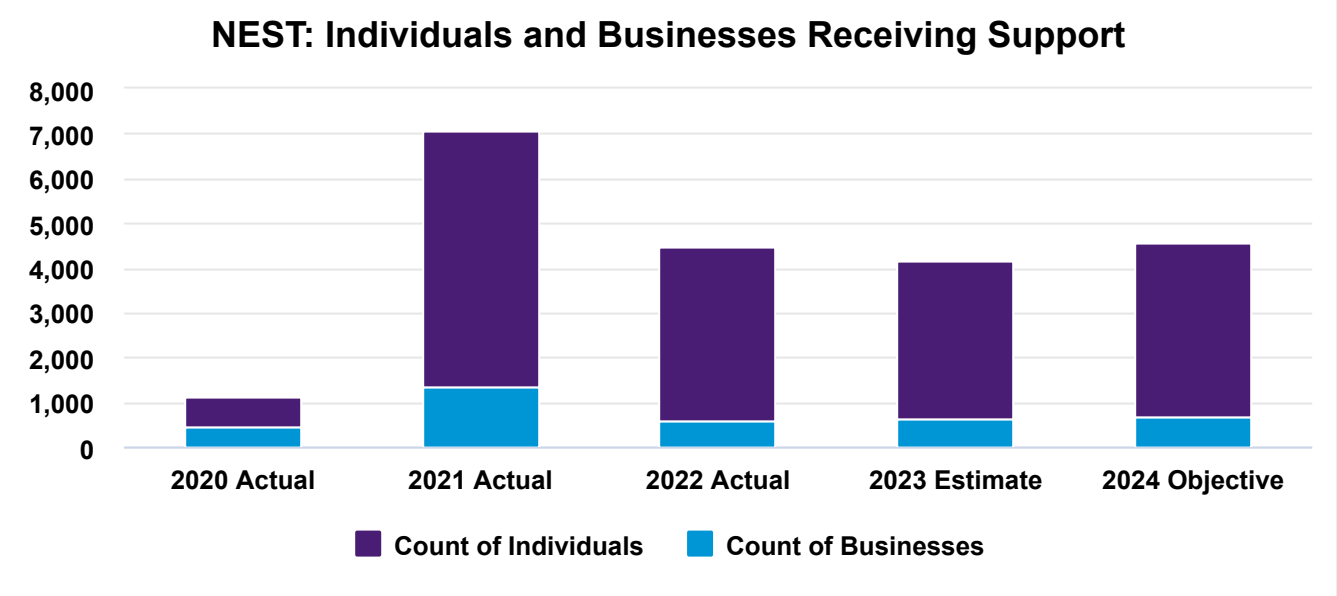
Supporting the Revitalization of Denver's Neighborhoods through Targeted Community Support and Placemaking

DEDO will re-energize Denver's neighborhoods through events, arts, and cultural activities.

DEDO will achieve this by:

- Supporting local businesses and nonprofits in underserved communities and communities of color to stay in business through the Neighborhood Activation Program, Community Mini Grants, and the entrepreneurship center located in Montbello. More information about the Community Mini Grants program is available here: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Neighborhood-Equity/Mini-Grants
- Empowering microbusinesses through the INDIE/Visible Program. More information about this program is available here: https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Neighborhood-Equity/IndieVisible-Program



Bring Back and Enhance Lost Jobs and Creating New Jobs

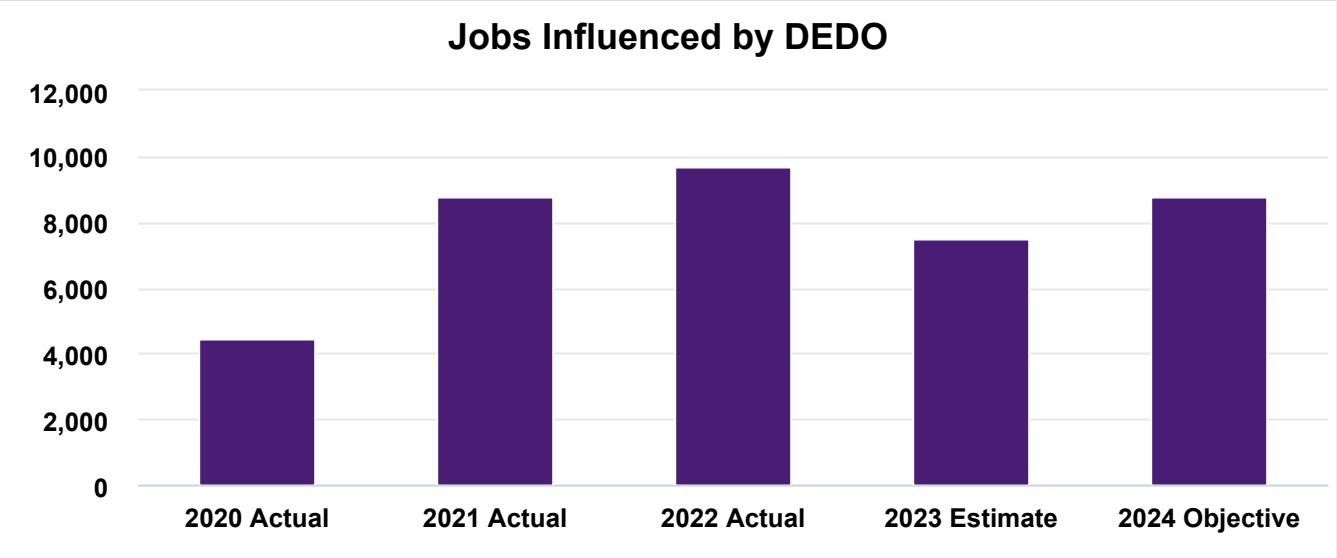
DEDO will continue to bolster Denver's most under-resourced residents' ability to build generational wealth by connecting jobseekers to trainings and supports needed for careers in industries with the most workforce demand in Denver.

DEDO will achieve this by:

- Doubling down on business attraction efforts to ensure Denver remains at the top of the list when primary employers are looking to grow or expand their businesses
- Developing professional skills in Denver's youth through an Apprentice Cohort in partnership with CareerWise Colorado

The following chart displays data for the number of jobs influenced by DEDO. These metrics are tracked in the agency's customer relationship management system. The number represents jobs created or retained as a result of both financial and technical support programs that have attracted new

companies to Denver or enabled current companies to expand. These programs are managed by DEDO's Business Development and Global Business Development teams.



Department Budget

	2022 Actuals	2023 Appropriated	2024 Recommended	$ Variance	% Variance
General Fund Expenditures by Agency					
Small Business Opportunity	1,915,559	2,358,323	2,683,196	324,873	13.78%
Neighborhoods	1,358,130	1,565,806	1,476,131	(89,675)	(5.73%)
Business Development Division	2,283,281	3,123,619	3,216,566	92,947	2.98%
Executive Office	2,846,001	2,900,304	2,786,277	(114,027)	(3.93%)
Total General Fund	**8,402,972**	**9,948,052**	**10,162,170**	**214,118**	**2.15%**
General Fund Expenditures by Type					
Personnel Services	5,899,000	6,743,368	7,081,906	338,538	5.02%
Services and Supplies	2,492,180	3,179,638	3,060,658	(118,980)	(3.74%)
Capital Equipment	-	5,440	-	(5,440)	(100.00%)
Internal Services and Misc.	11,792	19,606	19,606	-	0.00%
Total General Fund	**8,402,972**	**9,948,052**	**10,162,170**	**214,118**	**2.15%**
Other Program Funding Sources					
Special Revenue Funds Expenditures					
Small Business Opportunity	953,309	1,637,423	2,125,464	488,041	29.81%
Business Development Division	2,634,739	14,338,385	14,606,207	267,822	1.87%
Executive Office	55,127	38,478	38,478	-	0.00%
Economic Development Grant and Special Revenue Funds	1,982,053	8,057,384	3,049,194	(5,008,190)	(62.16%)
Total Special Revenue Funds	**5,625,228**	**24,071,670**	**19,819,343**	**(4,252,327)**	**(17.67%)**
Grants					
General Government	7,733,539	6,521,961	9,794,500	3,272,539	50.18%
Economic Opportunity	21,477,604	33,921,849	39,630,483	5,708,634	16.83%

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	2022 Actuals	2023 Appropriated	2024 Recommended	$ Variance	% Variance
Total Grants	**29,211,143**	**40,443,810**	**49,424,983**	**8,981,173**	**22.21%**
Other Program Funding Sources Total	**34,836,370**	**64,515,480**	**69,244,326**	**4,728,846**	**7.33%**
Total Department Expenditures	**43,239,342**	**74,463,532**	**79,406,496**	**4,942,964**	**6.64%**
Personnel Complement					
General Fund Operations	49.97	53.27	52.27	(1.00)	(1.88%)
General Government	12.00	12.00	16.00	4.00	33.33%
Economic Opportunity	77.21	72.83	89.77	16.94	23.26%
Total Personnel Complement	**139.18**	**138.10**	**158.04**	**19.94**	**14.44%**
General Fund Revenue					
Fees	86,521	54,500	54,500	-	0.00%
Internal Service and Indirect Cost	-	386,765	386,765	-	0.00%
Miscellaneous Other	30	-	-	-	0.00%
Total	**86,551**	**441,265**	**441,265**	**-**	**0.00%**

Programmatic Changes

2024 Impact Description	FTEs	Dollars
Agencywide		
• An increase in personnel services due to the impact in 2024 of the City's minimum wage ordinance.	0.00	2,000
• A decrease in services and supplies budget to comply with City Council budget amendment 23-1645, which reallocates budget for rental assistance, administered by the Department of Housing Stability.	0.00	(71,400)
• A decrease in capital equipment due to one-time purchases in 2023, including laptops for new positions.	0.00	(5,400)
Division of Small Business Opportunity (DSBO)		
• A decrease in personnel services to generate ongoing savings by unbudgeting an Administrator II position, which has been vacant for at least a year.	(1.00)	(115,600)
• An increase in services and supplies to fund a comprehensive disparity study to better understand utilization of small, minority, women, and disadvantaged business enterprises in the areas of contracting and purchasing.	0.00	200,000
Business Division (BD)		
• An increase in personnel services due to the upgrade of an Administrator III position to an Executive Officer.	0.00	53,400
• A continuation in services and supplies of $1 million to maintain support for programs that mitigate the impacts of the 16th Street Mall construction and provide support to impacted businesses.	0.00	0
Executive Office		
• A continuation in personnel services to convert from limited to unlimited a Director that supports DEDO's work with community partners, cultural groups, and small businesses, especially those with limited English proficiency.	0.00	0
• A decrease in services and supplies due to funding in 2023 associated with the Aerotropolis district project.	0.00	(250,000)

2024 Impact Description	FTEs	Dollars
Special Revenue Funds		
• An increase to Business Incentive Fund (BIF) expenditures due to an increased number of contracts in 2024 to support job creation and capital investment in Denver.	0.00	5,098,100
• An increase in Internal Billings and Reimbursements Fund expenditures and FTE to increase DEDO's contract compliance support to the Denver International Airport (DEN) for the Disadvantaged Business Enterprise program. These costs are reimbursed by DEN.	4.00	488,000
• An increase in Business and Workforce Development Training, Support, and Outreach Fund expenditures due to adding a position to lead the Colorado Urban Workforce Alliance, a multi-regional workforce collaborative which promotes industry-led sector initiatives, regional collaboratives, and best practices within the public workforce system.	1.00	188,300
• An increase in expenditures and FTE in the Enterprise Zone SRF to align a position's funding source with day-to-day job duties.	0.38	28,200
• A decrease in Malone Fund expenditures due to the roll forward of unspent budget from 2022 to 2023. Spending delays are primarily due to the time required to establish the program and complete the RFP process for grantees. The 2024 projection reflects only the 2024 projected sales tax revenue. Unspent budget in 2023 will roll to 2024.	0.00	(4,898,900)
• A net decrease in Employer Recruitment, Training, and Retention Fund expenditures due to the budget roll-forward of unspent funds from 2022 into 2023. The 2024 expenditures only reflect new revenue to the fund. Budget that is not spent in 2023 can be spent in 2024. There is also an increase in FTE in this SRF to align the budget with the position's functions.	0.79	(3,731,000)
• A net decrease in Youth Employment and Training Programs Fund expenditures due to the budget roll-forward of unspent funds from 2022 into 2023. The 2024 expenditures only reflect new revenue to the fund. Budget that is not spent in 2023 can be spent in 2024.	0.00	(1,424,000)
Grants		
• A net increase in State and Local Fiscal Recovery Funds due to one-time funding for Recovery programs made available through the American Rescue Plan Act continuing into 2024.	0.00	3,272,500
• A net increase in grant expenditures and FTE for changes to workforce grants in 2024. Federal grant funding varies from year to year. For more details, please consult the Grants section of this book.	8.99	2,050,900
• An increase in grant expenditures to support reskilling, upskilling, and next-skilling as part of an initiative with the Colorado Workforce Development Council.	0.17	2,021,700
• An increase in grant expenditures and FTE due to the Build to Scale grant, which will increase capacity to plan and implement ecosystems to support innovators, entrepreneurs, and startups in Denver.	0.07	750,400
• An increase in grant expenditures and FTE due to a continuation of the Employment Support Fund Grant. The increase in personnel expenditures to add new positions is offset by decreases in non-personnel expenses.	5.56	91,600

The budgeted vacancy savings in the General Fund is $235,496.

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Budget Detail

Small Business Opportunity (0111000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,449,491	1,975,503	2,115,039	139,536	7.06%
Services and Supplies	465,690	376,952	563,509	186,557	49.49%
Capital Equipment	-	1,220	-	(1,220)	(100.00%)
Internal Services and Misc.	378	4,648	4,648	-	0.00%
Expenditures by Type Total	**1,915,559**	**2,358,323**	**2,683,196**	**324,873**	**13.78%**
Expenditures by Activity					
Airport Administration	4,636	-	-	-	0.00%
Certification	359,031	394,699	438,091	43,392	10.99%
Compliance	91,932	98,625	99,322	697	0.71%
Downtown Administration	1,459,961	1,864,999	2,145,783	280,784	15.06%
Expenditures by Activity Total	**1,915,559**	**2,358,323**	**2,683,196**	**324,873**	**13.78%**
Other Program Funding Sources					
General Government SRF					
Internal Billings and Reimbursements	953,309	1,637,423	2,125,464	488,041	29.81%
Total General Government SRF	**953,309**	**1,637,423**	**2,125,464**	**488,041**	**29.81%**
Total Program Expenditures	**2,868,868**	**3,995,746**	**4,808,660**	**812,914**	**20.34%**
Personnel Complement (Budgeted)					
Downtown Administration	17.00	13.00	13.00	-	0.00%
Certification	-	4.00	4.00	-	0.00%
Compliance	-	1.00	1.00	-	0.00%
Personnel Complement Total	**17.00**	**18.00**	**18.00**	**-**	**0.00%**
Other Program Funds FTE					
General Government SRF FTE					
Airport Administration	12.00	12.00	16.00	4.00	33.33%
Total Personnel Complement	**29.00**	**30.00**	**34.00**	**4.00**	**13.33%**
Revenue					
Fees	86,200	54,500	54,500	-	0.00%
Internal Service and Indirect Cost	-	105,158	105,158	-	0.00%
Revenue Total	**86,200**	**159,658**	**159,658**	**-**	**0.00%**
Vacancy Savings			(71,692)		

Neighborhoods (0113000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	634,445	782,603	710,737	(71,866)	(9.18%)
Services and Supplies	721,795	781,453	763,644	(17,809)	(2.28%)
Internal Services and Misc.	1,890	1,750	1,750	-	0.00%
Expenditures by Type Total	**1,358,130**	**1,565,806**	**1,476,131**	**(89,675)**	**(5.73%)**
Expenditures by Activity					
Neighborhoods Administration	1,358,130	1,565,806	1,476,131	(89,675)	(5.73%)

Neighborhoods (0113000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Expenditures by Activity Total	**1,358,130**	**1,565,806**	**1,476,131**	**(89,675)**	**(5.73%)**
Other Program Funding Sources					
Grants					
CareerWise	40,458	-	-	-	0.00%
Equitable Economic Mobility	99,975	-	-	-	0.00%
Total Program Expenditures	**1,498,563**	**1,565,806**	**1,476,131**	**(89,675)**	**(5.73%)**
Personnel Complement (Budgeted)					
Neighborhoods Administration	7.00	6.00	5.00	(1.00)	(16.67%)
Other Program Funds FTE					
Grants					
CareerWise	4.00	-	-	-	0.00%
Total Personnel Complement	**11.00**	**6.00**	**5.00**	**(1.00)**	**(16.67%)**
Vacancy Savings			(27,187)		

Business Development Division (0114000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,622,748	1,774,115	1,899,253	125,138	7.05%
Services and Supplies	654,863	1,346,136	1,315,165	(30,971)	(2.30%)
Capital Equipment	-	1,220	-	(1,220)	(100.00%)
Internal Services and Misc.	5,670	2,148	2,148	-	0.00%
Expenditures by Type Total	**2,283,281**	**3,123,619**	**3,216,566**	**92,947**	**2.98%**
Expenditures by Activity					
Business Assistance Center	122,055	121,946	-	(121,946)	(100.00%)
Business Development	2,076,984	2,908,473	3,125,490	217,017	7.46%
Business Development Administration	249	-	-	-	0.00%
Denver Construction Careers Program	18	-	-	-	0.00%
Global Business Development	83,975	93,200	91,076	(2,124)	(2.28%)
Expenditures by Activity Total	**2,283,281**	**3,123,619**	**3,216,566**	**92,947**	**2.98%**
Other Program Funding Sources					
Grants					
Build to Scale Program	-	-	750,424	750,424	0.00%
Enterprise Zone Administrative Grant	16,950	16,950	18,424	1,474	8.70%
Grants Total	**16,950**	**16,950**	**768,848**	**751,898**	**4435.98%**
Community Development and Economic Opportunity SRF					
Business Incentives	607,500	1,200,000	6,298,088	5,098,088	424.84%
Coronavirus Emergency Business Support	497,310	-	-	-	0.00%
Denver Retail Attraction	-	1,000,000	1,000,000	-	0.00%
Employer Recruitment, Training and Retention Program	87,085	3,159,521	3,200,000	40,479	1.28%
Enterprise Zone	29,861	342,253	370,445	28,192	8.24%
The Malone Fund	1,412,983	8,636,611	3,737,674	(4,898,937)	(56.72%)

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Business Development Division (0114000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
SRF Total	**2,634,739**	**14,338,385**	**14,606,207**	**267,822**	**1.87%**
Other Program Funding Sources Total	**2,651,689**	**14,355,335**	**15,375,055**	**1,019,720**	**7.10%**
Total Program Expenditures	**4,934,970**	**17,478,954**	**18,591,621**	**1,112,667**	**6.37%**
Personnel Complement (Budgeted)					
Business Development	11.50	12.00	13.00	1.00	8.33%
Business Assistance Center	-	1.00	-	(1.00)	(100.00%)
Personnel Complement Total	**11.50**	**13.00**	**13.00**	**-**	**0.00%**
Other Program Funds FTE					
Community Development and Economic Opportunity SRF					
Employer Recruitment, Training and Retention Program	-	8.00	8.00	-	0.00%
Enterprise Zone	0.50	-	0.38	0.38	0.00%
Other Program Funds FTE Total	**0.50**	**8.00**	**8.38**	**0.38**	**4.75%**
Total Personnel Complement	**12.00**	**21.00**	**21.38**	**0.38**	**1.81%**
Revenue					
Internal Service and Indirect Cost	-	281,607	281,607	-	0.00%
Revenue Total	**-**	**281,607**	**281,607**	**-**	**0.00%**
Vacancy Savings			(63,532)		

Executive Office (0115000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,192,316	2,211,147	2,356,877	145,730	6.59%
Services and Supplies	649,832	675,097	418,340	(256,757)	(38.03%)
Capital Equipment	-	3,000	-	(3,000)	(100.00%)
Internal Services and Misc.	3,854	11,060	11,060	-	0.00%
Expenditures by Type Total	**2,846,001**	**2,900,304**	**2,786,277**	**(114,027)**	**(3.93%)**
Expenditures by Activity					
Administration	2,840,806	2,900,304	2,786,277	(114,027)	(3.93%)
Marketing and Communication	5,196	-	-	-	0.00%
Expenditures by Activity Total	**2,846,001**	**2,900,304**	**2,786,277**	**(114,027)**	**(3.93%)**
Other Program Funding Sources					
Grants					
State and Local Fiscal Recovery Funds	7,733,539	6,521,961	9,794,500	3,272,539	50.18%
General Government SRFs					
Marketing Sponsorships	55,127	38,478	38,478	-	0.00%
Other Program Funding Sources Total	**7,788,666**	**6,560,439**	**9,832,978**	**3,272,539**	**49.88%**
Total Program Expenditures	**10,634,667**	**9,460,743**	**12,619,255**	**3,158,512**	**33.39%**
Personnel Complement (Budgeted)					
Administration	14.47	16.27	16.27	-	0.00%
Total Personnel Complement	**14.47**	**16.27**	**16.27**	**-**	**0.00%**

Executive Office (0115000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Revenue					
Fees	321	-	-	-	0.00%
Miscellaneous Other	30	-	-	-	0.00%
Revenue Total	**351**	**-**	**-**	**-**	**0.00%**
Vacancy Savings			(73,085)		

Economic Development Grant and Special Revenue Funds (0117000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	669,039	1,969,364	828,087	(1,141,277)	(57.95%)
Services and Supplies	1,294,016	6,037,091	2,221,107	(3,815,984)	(63.21%)
Capital Equipment	5,055	48,035	-	(48,035)	(100.00%)
Internal Services and Misc.	13,943	2,894	-	(2,894)	(100.00%)
Expenditures by Type Total	**1,982,053**	**8,057,384**	**3,049,194**	**(5,008,190)**	**(62.16%)**
Expenditures by SRF					
Business and Workforce Development Training, Support, Outreach	15,087	128,537	316,877	188,340	146.53%
Employer Recruitment, Training and Retention Program	1,440,620	4,248,988	477,500	(3,771,488)	(88.76%)
MOWD General Cost Pool	0	-	-	-	0.00%
Revolving Loan Fund	27,310	238,362	238,362	-	0.00%
Skyline - Economic Development Project	-	1,247,655	1,247,655	-	0.00%
Youth Employment and Training Programs	499,036	2,193,842	768,800	(1,425,042)	(64.96%)
Expenditures by SRF Total	**1,982,053**	**8,057,384**	**3,049,194**	**(5,008,190)**	**(62.16%)**
Other Program Funding Sources					
Grants					
Apprenticeship State Expansion	12,735	104,380	-	(104,380)	(100.00%)
Apprenticeship USA for Work Based Learning Grant	59,813	-	-	-	0.00%
Career Navigation and Coaching	-	-	98,702	98,702	0.00%
CO Upskilling	1,194,080	1,711,555	3,733,228	2,021,673	118.12%
Community Development Block Grant	8,993,704	17,505,470	18,651,492	1,146,022	6.55%
Community Development Block Grant - Cares Act (CDBG - CV) Program	950,756	2,800,000	2,800,000	-	0.00%
Disability Program Navigator	56,893	59,700	59,700	-	0.00%
Disabled Vets Outreach Program (DVOP)	7,644	7,644	7,644	-	0.00%
Disaster Recovery Grant	195	-	-	-	0.00%
Employment Recovery	41,151	-	-	-	0.00%
Employment Support Fund	1,344,304	1,179,639	1,271,232	91,593	7.76%
Governor's Summer Job Hunt	46,000	50,029	46,000	(4,029)	(8.05%)
H-1B One Workforce Grant Program - TEC-P 2.0	2,290,901	2,735,929	2,843,328	107,399	3.93%
Local Veterans Employment Representative (LVER)	-	5,895	5,895	-	0.00%

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Economic Development Grant and Special Revenue Funds (0117000)	2022 Actuals	2023 Appropriated	2024 Recommended	$ Change	% Change
Pathways Home Grant	201,650	203,450	209,370	5,920	2.91%
Reemployment Services and Eligibility Assessment (RESEA)	101,500	67,271	67,271	-	0.00%
Trade Adjustment Assistance (TAA) Case Management	106,993	68,407	68,407	-	0.00%
Veterans Assistance Grant Program	89,745	95,000	95,000	-	0.00%
Wagner-Peyser Employment Service Grant	806,416	1,723,707	2,007,018	283,311	16.44%
WIOA Adult	1,744,530	1,658,808	2,740,952	1,082,144	65.24%
WIOA Dislocated Worker	933,888	1,039,407	687,269	(352,138)	(33.88%)
WIOA Evaluation - Dislocated Worker	25,000	31,048	25,000	(6,048)	(19.48%)
WIOA Workforce Evaluation	3,178	31,048	25,000	(6,048)	(19.48%)
WIOA Workforce Performance Incentive	26,132	23,415	23,415	-	0.00%
WIOA Youth	1,413,232	1,678,500	1,626,726	(51,774)	(3.08%)
Workforce Innovation Grant (WIG)	869,779	1,124,597	1,768,986	644,389	57.30%
Other Program Funding Sources Total	**21,320,221**	**33,904,899**	**38,861,635**	**4,956,736**	**14.62%**
Total Program Expenditures	**23,302,274**	**41,962,283**	**41,910,829**	**(51,454)**	**(0.12%)**
Personnel Complement (Budgeted)					
Administration	8.00	0.10	0.88	0.78	780.00%
Personnel Complement Total	**8.00**	**0.10**	**0.88**	**0.78**	**780.00%**
Other Program Funds FTE					
Grants					
Apprenticeship USA for Work Based Learning Grant	0.25	-	-	-	0.00%
Career Navigation and Coaching	-	-	1.00	1.00	0.00%
CO Upskilling	3.00	1.85	1.77	(0.08)	(4.32%)
Community Development Block Grant	23.08	19.74	21.90	2.16	10.94%
Employment Support Fund	3.53	7.66	13.28	5.62	73.37%
Governor's Summer Job Hunt	-	0.71	0.71	-	0.00%
H-1B One Workforce Grant Program - TEC-P 2.0	3.00	3.81	4.69	0.88	23.10%
Pathways Home Grant	-	0.16	0.20	0.04	25.00%
Trade Adjustment Assistance (TAA) Case Management	1.80	-	-	-	0.00%
Veterans Assistance Grant Program	0.25	-	-	-	0.00%
Wagner-Peyser Employment Service Grant	21.55	17.25	19.50	2.25	13.04%
WIOA Adult	2.55	3.79	5.67	1.88	49.60%
WIOA Dislocated Worker	2.00	2.53	3.74	1.21	47.83%
WIOA Evaluation - Dislocated Worker	-	0.92	-	(0.92)	(100.00%)
WIOA Youth	1.20	5.44	5.79	0.35	6.43%
Workforce Innovation Grant (WIG)	2.50	0.87	1.19	0.32	36.78%
Grants Personnel Total	**64.71**	**64.73**	**79.44**	**14.71**	**22.73%**
Total Personnel Complement	**72.71**	**64.83**	**80.32**	**15.49**	**23.89%**
Revenue					
Miscellaneous Other	4,555,801	4,671,300	1,246,300	(3,425,000)	(73.32%)
Revenue Total	**4,555,801**	**4,671,300**	**1,246,300**	**(3,425,000)**	**(73.32%)**