

**U.S. DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING
ADMINISTRATION (DOL/ETA)**

**NOTICE OF
AWARD (NOA)**

Under the authority of the *American Competitiveness and Workforce Improvement Act*, this grant or agreement is entered into between the above named *Grantor Agency* and the following named *Awardee*, for a project entitled - *H-1B One Workforce Grant Program*.

Name & Address of Awardee:
City and County of Denver
101 West Colfax Avenue
Suite 850
Denver, COLORADO 80202-5329

Federal Award Id. No. (FAIN): HG-35917-21-60-A-8
CFDA #: 17.268- H-1B Job Training Grants
Amount: \$7,383,999.00
EIN: 846000580
DUNS #: 034108758

Accounting Code: 1630-2021-055152830XBD202151520010215HBN00A0000AOFAM0AOFAM0-A90310-410023---

Payment Management System DOC#: HG35917C30

The Period of Performance shall be from **February 01, 2021 thru January 31, 2025**.
Total Government's Financial Obligation is **\$7,383,999.00** (unless other wise amended).

Payments will be made under the Payments Management System, and can be automatically drawn down by the awardee on an as needed basis covering a forty-eight (48) hour period.

In performing its responsibilities under this grant agreement, the awardee hereby certifies and assures that it will fully comply with all applicable Statute(s), and the following regulations and cost principles, including any subsequent amendments:

Uniform Administrative Requirements, Cost Principles, and Audit Requirements:

2 CFR Part 200; Uniform Administrative Requirements, Cost Principles, and Audit Requirements; Final Rule
2 CFR Part 2900; DOL Exceptions to 2 CFR Part 200;

Other Requirements (Included within this NOA):

Condition(s) of Award (if applicable)
Federal Award Terms, including attachments

Contact Information

The Federal Project Officer (FPO) assigned to this grant is Edgar Garcia. Edgar Garcia will serve as your first line point of contact and can be contacted via e-mail - garcia.edgar@dol.gov. If your FPO is not available, please call your Regional Office at 972-850-4600 for assistance.

The awardee's signature below certifies full compliance with all terms and conditions as well as all applicable Statutes(s), grant regulations, guidance, and certifications.

Signature of Approving Official - **AWARDEE**

Signature of Approving Official - **DOL / ETA**

See SF-424 for Signature

No Additional Signature Required



BRINDA RUGGLES, January 19, 2021
GRANT Officer

*H-1B One Workforce Grant Program
Condition of Award*

**City and County of Denver
HG-35917-21-60-A-8**

As part of the Condition of Award to receiving the *H-1B One Workforce Grant Program*, the U.S. Department of Labor (DOL), Employment and Training Administration (ETA) has identified the following areas that require further clarification and/or modification.

Please note that a submittal of the required document(s) does not constitute approval by DOL/ETA. A grant modification 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 a modification to the grant agreement. Once approved, the revised document(s) will comprise the official modification to this grant agreement and the special conditions will be resolved.

Any questions related to the below items must be submitted to your FPO.

Responses to requests for clarification and modification must be submitted to your FPO within 30 days of receipt of this grant award package.

Condition 1 – Budget

The grantee must submit a budget modification request which includes a completed SF-424A and Budget Narrative which aligns with the total on the SF-424. The Budget Narrative must address and break down the entirety of each line reflected on the SF-424A as outlined on pgs. 26-28 of the Funding Opportunity Announcement. The Budget Narrative must also contain costs per entry in each category which add up to the indicated line item total with enough information to ascertain whether the represented totals are mathematically accurate. Specifically, the Budget Narrative must clarify the following:

- Personnel: calculations within the Budget Narrative add up to the total line item

RESPONSE TO PROGRAM COMPLIANCE REVIEW

After receipt of this award, DOL/ETA staff will perform a program compliance review to help ensure the programmatic aspects of the grant projects are in compliance with the Funding Opportunity Announcement (FOA). Please see the Program Compliance Notification Letter on the next page for details. After the review, if there are any required actions needed, DOL/ETA will transmit the results of the compliance review as condition(s) of award in a separate document, and provide instructions on what is necessary for resolution.

PROGRAM COMPLIANCE NOTIFICATION LETTER
H-1B One Workforce Grant Program

Dear City and County of Denver:

Congratulations on your award! You are receiving this Program Compliance Notification Letter, which outlines the programmatic compliance requirements for your **H-1B One Workforce Grant**, and directs grantees on how to ensure adherence to these requirements. The Authorized Representative (indicated on the SF-424) is responsible for ensuring compliance with ALL aspects of the grant award.

This Program Compliance Notification Letter provides information on the following:

- Key required activities that all grantees must ensure are incorporated into their grant;
- Key H-1B grant policies;
- Key activities or costs that are not allowable;
- Links to existing grantee guidance (e.g., Frequently Asked Questions, and administrative/financial trainings); and
- Performance reporting guidance on grantees' proposed target outcomes for the H-1B performance outcome measures and reporting mechanisms.

The below list includes key areas to note for programmatic compliance. This list is not exhaustive and grantees should refer to the Funding Opportunity Announcement (FOA) for a complete list of programmatic compliance requirements for this grant program.

Required Action by Grantee: If there are specific programmatic compliance issues with any of the sections below that must be addressed, they will be reflected in the Conditions of Award document that the Grant Officer will send in the coming weeks. No additional action is required at this time.

Participant Eligibility

Participants must be unemployed, underemployed, or incumbent workers as defined in the FOA. The FOA also requires that “Eligible participants served through this grant program must be at least 17 years old and not currently enrolled in secondary school within a local educational agency.” Therefore, H-1B participants 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 dropped out of secondary school, or who are attending post-secondary school may be served by the grant.

Use of Grant Funds for Supportive Services

Grantees may use up to 10 percent of grant funds to provide supportive services to individuals who are participating in education and training activities provided through the grant. Under this grant program, supportive services for training participants include, but are not limited to, services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in education and training activities funded through this grant. Grantees may provide supportive services in various ways, including

providing the supportive service itself (e.g., childcare); providing participants with a voucher for the service (e.g., public transportation cards or tokens); or providing a stipend directly to the participant.

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, to provide supportive services only to individuals who are participating in education and training activities provided through the grant, and only when: (1) they are unable to obtain such services through other programs; and (2) 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

- A. **On-the Job Training (OJT):** 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 public, private-nonprofit, or private 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. See Section IV.E.3.a. of the FOA for additional information.
- B. **Apprenticeships:** Organizations may use grant funds awarded under this FOA only to reimburse a portion of the apprentice's work-based learning costs for small employers (50 or fewer employees). For those businesses that have more than 50 employees, grant funds may not be used to reimburse work-based learning costs.
- C. **Work Experience and Internships:** Work experience and internships are defined as a planned, structured learning experience that takes place in a workplace for a limited period and, for the purposes of this grants under this FOA, must be paid.
- D. **Incumbent Worker Salaries:** For applicants that are serving incumbent workers, incumbent worker salaries paid by the employer are NOT allowable costs to be reimbursed under this grant.

Performance Requirements

Grantees are required to adhere to OMB-approved performance reporting requirements. Performance reporting for these grants aligns with the DOL-Only Performance Accountability Information and Reporting System (OMB Control No. 1205-0521) information collection request, specifically the requirements identified for apprenticeship grants data reporting into via the Workforce Integrated Performance System (WIPS). As part of quarterly performance reporting, DOL requires grant recipients to conduct data validation to ensure the validity of data submitted to DOL (see TEG-23-19)

https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=9155). See the table below for links to OMB performance requirements.

Each grantee is accountable for reaching their proposed performance targets for the performance outcome measures specified in the FOA. 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 ETA Office of Workforce Investment, Division of Strategic Investments (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 meet with the grantee to discuss and outline steps to resolve any issues.**

Participate in a 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 could 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 Section VI.B.4.a. of the FOA for more information.

Primary Point of Contact

Your FPO is the primary point of contact throughout the period of performance of your grant. Please work with your FPO to resolve any compliance items or questions related to this Program Compliance Notification Letter.

Additional Grants Management Resources

Program Compliance References	Overview/ Description	Resource Link
Grantee Handbook	The Grantee Handbook provides guidance on the management of grants throughout the life cycle. Transmitted with the grant agreement to every grantee Authorized Representative and Point of Contact identified on the SF-424.	https://www.dol.gov/agencies/eta/grants/management
Financial Reporting	Revised ETA-9130 Financial Report, Instructions, and Additional Guidance. These grants will utilize the BASIC 9130 form.	TEGL 2-16 https://grantsapplicationandmanagement.workforcegps.org/-/media/Communities/grantsapplicationandmanagement/Files/PPT-and-Attachments/TEGL_2-16_acc.ashx
	Office of Grants Management Financial Links. Provides access to the financial reporting system, and payment management system (PMS) for learning opportunities.	https://www.dol.gov/agencies/eta/grants/management
Smart Training	These SMART training sessions provided active Federal Award recipients of ETA grant funds with helpful strategies in navigating the administration and financial management of their grants. They look at four central themes weaved throughout the OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards also known as the Uniform Guidance (2 CFR Part 200) and DOL's exceptions to the Uniform Guidance (2 CFR Part 2900).	https://grantsapplicationandmanagement.workforcegps.org/resources/2019/12/15/21/50/SMART_3-0_Webinar_Training_Series

Performance Reporting Resources <i>*ETA will provide further technical assistance, including policy guidance and additional resources to support H-1B performance reporting.</i>	The Employment and Training Administration (ETA) Performance website will assist you in understanding how the workforce system measures, reports, and evaluates performance under the Workforce Innovation and Opportunity Act (WIOA). ETA oversees the performance accountability provision of WIOA to obtain valid, accurate, and comparable results across states to inform policy and program decision-making.	https://www.dol.gov/agencies/eta/performance
	TRAINING AND EMPLOYMENT GUIDANCE LETTER No. 14-18 Aligning Performance Accountability Reporting, Definitions, and Policies Across Workforce Employment and Training Programs Administered by the U.S. Department of Labor (DOL)	https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7611
	Workforce Integrated Performance System (WIPS)	https://www.dol.gov/agencies/eta/performance/wips

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1. Order of Precedence

In the event of any inconsistency between the terms and conditions of this Notice of Award (NOA) and other requirements, the following order of precedence shall apply:

- I. Section 414(c) of the American Competitiveness and Workforce Improvement Act of 1988 (ACWIA), as amended (codified at 29 U.S.C. 3224a).
- II. Other applicable Federal statutes.
- III. Consolidated Appropriations Act, 2021 (Public Law 116-260) dated December 27, 2020.
- IV. Implementing Regulations.
- V. Executive Orders and Presidential Memoranda.
- VI. The Office of Management and Budget (OMB) Guidance, including the Uniform Guidance at 2 CFR 200 and 2900.
- VII. The U.S. Department of Labor (DOL)/Employment and Training Administration (ETA) Directives.
- VIII. Terms and conditions of this award.

2. Notice of Award

The funds shall be obligated and allocated via a NOA grant modification. These obligations and expenditures may not exceed the amount awarded by the NOA modification unless otherwise modified by the ETA.

3. Funding Opportunity Announcement for Discretionary Awards

The Funding Opportunity Announcement (FOA) and any amendments found at https://www.dol.gov/sites/dolgov/files/ETA/grants/pdfs/H-1B_OneWorkforceGrantProgram_FOA-ETA-20-13.pdf and https://edit.dol.gov/sites/dolgov/files/ETA/grants/H-1B%20One_Workforce_Amendment_One.pdf?_ga=2.8573685.195584248.1610396930-383084881.1580393209 are hereby incorporated into this NOA. Award recipients are bound by the authorizations, restrictions, and requirements contained in the FOA. Therefore, the expenditure of grant funds by the award recipient certifies that your organization has read and will comply with all the parts that are contained in the NOA.

4. Federal Project Officer

The DOL/ETA Federal Project Officer (FPO) for this award is:

Name: Edgar Garcia
Telephone: 972-850-4650
E-mail: Garcia.edgar@dol.gov

The FPO 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 modification process.

5. Indirect Cost Rate and Cost Allocation Plan

Indirect (facilities & administrative (F&A)) costs means those costs incurred for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. Direct costs, by contrast, can be identified specifically with a particular final cost objective, such as a Federal award, or other internally or externally funded activity, or that can be directly assigned to such activities relatively easily with a high degree of accuracy. Identification with the Federal award rather than the nature of the goods and services involved is the determining factor in distinguishing direct from indirect (F&A) costs of Federal awards.

If the DOL serves as the Federal Cognizant Agency (FCA) for the grant award recipient, then the grantee must work with DOL's Division of Cost Determination (DCD), which has delegated authority to negotiate and issue a Negotiated Indirect Cost Rate Agreement (NICRA) or Cost Allocation Plan (CAP) on behalf of the Federal Government. More information about the DOL's DCD is available at <http://www.dol.gov/oasam/boc/dcd/>. This website has guidelines to develop indirect cost rates, links to the applicable cost principles, and contact information. The DCD 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 at <https://www.dol.gov/agencies/oasam/centers-offices/office-of-the-senior-procurement-executive/cost-price-determination-division/faq>.

If a new NICRA is issued during the grant'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 it is consistent with the Budget Flexibility term within this agreement, grant requirements, and DOL regulations on prior approval. However, the total amount of the grant award will not be increased.

___ A. A federally approved NICRA or federally approved CAP covering a portion of the grant period of performance is attached.

Regarding only the NICRA:

(1) Indirect Rate approved: (see attached)

(2) Type of Indirect Cost Rate: (see attached) (i.e. Provisional/Predetermined/Fixed)

(3) Allocation Distribution Base: (see attached)

(4) Current beginning and ending period applicable to rate: (see attached)

Estimated Indirect Costs are shown on the SF-424A budget form.

___ B. (1) ___ The provided NICRA or CAP approved by the FCA does not cover a portion of the period of performance, or

(2) ___ Indirect costs are being claimed on the SF-424A, however an indirect cost rate proposal or CAP has not yet been submitted for approval to the FCA.

URGENT NOTICE: Estimated indirect costs have been specified on the SF-424A, Section B, Object Class Category “j”, however only \$N/A 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 and receive documentation stating that the restriction is lifted by the Grant Officer. Upon receipt of the NICRA or CAP, the Grant Officer will issue a grant modification to the award to remove the restriction on those funds.

As the grant award recipient, the grantee must submit an indirect cost rate proposal or CAP. If the FCA for indirect costs is DOL, these documents should be submitted to the DOL’s Division of Cost Determination (DCD) (see <http://www.dol.gov/oasam/boc/dcd/>). Otherwise, they should be submitted to the grant award recipient’s FCA. Alternatively, the grantee may request the de minimis rate if eligible (see section D. below). In addition, the recipient must notify the FPO that the documents have been submitted to the appropriate FCA.

If the grant recipient does not submit a NICRA proposal within 90 days of award, they will be limited to the de minimis rate of 10% of Modified Total Direct Costs (MTDC). See section D. below for more details and definitions.

- C. The grant award recipient elected to exclude indirect costs from the proposed budget. Please be aware that incurred indirect costs (such as 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 applicable cost principles, will be charged. According to 2 CFR 200.412, if indirect costs are misclassified as direct costs, such costs may become disallowed through an audit.
- D. The grant award recipient does not have a current negotiated (including provisional) rate and elects to charge a de minimis rate of 10% of modified total direct costs (MTDC) as defined in 2 CFR 200.1, which may be used indefinitely. A governmental department or agency unit that receives more than \$35 million in direct Federal funding must submit its indirect cost rate proposal to its cognizant agency for indirect costs and cannot request a de minimis rate. This methodology must be used consistently for all Federal grant awards until such time as the grant award recipient chooses to negotiate for an indirect cost rate, which the grantee may apply to do at any time. 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 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.

All grant recipients with an approved NICRA or de minimis rate must report indirect costs on their **FINAL** ETA-9130 Form. If a grant recipient has a NICRA and a CAP, only the indirect costs tied to the NICRA are reported on the ETA-9130 Form. The grantee can refer to Training and Employment Guidance Letter (TEGL) 20-19 and https://www.doleta.gov/grants/pdf/ETA-9130_Financial_Reporting_Resources.pdf for additional guidance.

6. Approved Statement of Work

This project's narrative is the approved 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, OMB Circulars, and DOL/ETA directives, the order of precedence (as described in Section 1. above) will prevail.

7. Approved Budget

The grant award recipient's budget documents are attached in this NOA. The documents are: 1) the SF-424, included as Attachment A; 2) the SF-424 A, included as Attachment B; and 3) the Budget Narrative, included as Attachment C. As the grant award recipient, the grantee must confirm that all costs are allowable before creating any expenses. Pursuant to 2 CFR 2900.1, the approval of the budget as awarded does not constitute prior approval of those items specified in 2 CFR 200 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.

8. Return of Funds

DOL/ETA does not accept paper checks for any type of returned funds. For active grants, all returns of funds are to be submitted electronically through the PMS operated by the U.S. Department of Health and Human Services (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 (<https://www.pay.gov/public/form/start/177233981>).

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-ARteam@dol.gov for further assistance.

9. Evaluation, Data, and Implementation

As the grant award recipient, the grantee must cooperate during the implementation of a third-party evaluation. This means providing DOL or its authorized contractor with the

appropriate data and access to program operating personnel and participants in a timely manner.

a. Budget Flexibility

Federal 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.

As directed in 2 CFR 200.308(e), for programs where the Federal share is over the Simplified Acquisition Threshold (SAT) (currently \$250,000), the transfer of funds among direct cost categories or programs, functions, and activities is restricted such that if the cumulative amount of such transfers exceeds or is expected to exceed 10% of the total budget as last approved by the Federal awarding agency, the recipient must receive prior approval from the Grant Officer. Any changes within a specific cost category on the SF424(a) 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 FPO review any within-line changes to the grant 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. Consultants

For the purposes of this grant award, the ETA's Grant Officer has determined that fees paid to a consultant who provides services under a program shall be limited to \$750.00 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.

c. Non-Federal Share (Match or Cost Share)

This grant award does not include a match requirement.

d. 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, reasonable, allocable and conform to the non-Federal entities 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.

e. 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 2900.16. 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.

f. Travel – Mileage Reimbursement Rates

Pursuant to 2 CFR 200.475(a), all award recipients must have policies and procedures in place related to travel costs; however, for reimbursement on a mileage basis, this Federal grant award cannot be charged more than the maximum allowable mileage reimbursement rates for Federal employees. Mileage rates must be checked annually at www.gsa.gov/mileage to ensure compliance.

10. Administrative Requirements

a. Audits

Organization-wide or program-specific audits must be performed in accordance with Subpart F, the Audit Requirements of the Uniform Guidance. DOL awards recipients that expend \$750,000 or more in a year from any Federal awards must have an audit conducted for that year in accordance with the requirements contained in 2 CFR 200.501. OMB's approved exception at 2 CFR 2900.2 expands the definition of 'non-Federal entity' to include for-profit entities and foreign entities. As such, for-profit and foreign entities that are recipients or subrecipients of a DOL award must adhere to the Uniform Guidance at 2 CFR 200, including Subpart F. Those audits must be submitted directly to USDOL-OGM, Attention: Audit Resolution Team.

b. Revisions to the Uniform Guidance

The Office of Management and Budget issued revisions to 2 CFR, 25, 170, 183, and 200 (the Uniform Guidance) on August 13, 2020. These revisions became effective November 12, 2020, except for the amendments to §§ 200.216 and 200.340, which were immediately effective on August 13, 2020. The grant award recipient must operate in compliance with these revised regulations. Please note that the section numbering in the Uniform Guidance has changed in some instances, and this Terms & Conditions document has been updated accordingly.

c. Changes in Micro-purchase and Simplified Acquisition Thresholds

OMB's memorandum M-18-18, issued on June 20, 2018, increased the threshold for micro-purchases under Federal financial assistance awards from \$3,500 to \$10,000 and the threshold for simplified acquisitions under Federal financial assistance awards from \$100,000 to \$250,000. These two threshold increases were effective for all of ETA's grant recipients as of October 1, 2018. All ETA grant recipients should carefully review the above-referenced memorandum and make any necessary updates to their financial

and administrative policies, procedures, and systems as a result of these threshold increases.

d. Closeout/Final Year Requirements

At the end of the grant period, the award recipient will be required to close the grant with the ETA. The grant 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 <https://www.dol.gov/agencies/eta/grants/management/closeout> 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 grant 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 grantee's FCA. For those approved to utilize a de minimis rate for indirect costs, the grant agreement is sufficient documentation. Not having documentation for direct or indirect costs will result in costs being disallowed and subject to debt collection.

The only liquidation that can occur during closeout is the liquidation of accrued expenditures (NOT obligations) for goods and/or services received during the grant period (2 CFR 2900.15).

e. Open Licensing

As required at 2 CFR 2900.13, any intellectual property developed under a discretionary Federal award process must be licensed under an open license, which allows subsequent users to copy, distribute, transmit and adapt the copyrighted work and attribute the work in the manner specified by the recipient.

f. Equipment

The grant award recipient(s) must receive **prior approval** from the Grant Officer to purchase any equipment as defined in the Uniform Guidance at 2 CFR 200.1. Prior approval is required only when the 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. If not specified above, the recipient must submit a detailed list describing the purchase to the FPO for review within 90 days of the NOA date. The recipients are strongly encouraged to submit requests for equipment purchase 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 is rescinded.

g. Federal Funding Accountability and Transparency Act (FFATA)

1. Reporting of first-tier subawards.
 - I. *Applicability.* Unless the grant award recipient is exempt as provided in paragraph [4.] of this award term, the grantee must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in Section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph [5.] of this award term).
 - II. *Where and when to report.*
 - I. The grant award recipient must report each obligating action described in paragraph [1.i.] of this award term to <https://www.fsrc.gov>.
 - II. For subaward information, the grantee must report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)
 - III. *What to report.* The grant award recipient must report the information about each obligating action that the submission instructions posted at <https://www.fsrc.gov> specify.
2. Reporting Total Compensation of Recipient Executives.
 - I. *Applicability and what to report.* The grant award recipient must report total compensation for each of their five most highly compensated executives for the preceding completed fiscal year, if—
 - I. the total Federal funding authorized to date under this award is \$25,000 or more;
 - II. in the preceding fiscal year, the grantee received—
 - (A) 80% or more of the annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - III. The public does not have access to information on 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. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission (SEC) total compensation filings at <https://www.sec.gov/answers/excomp.htm>.)
 - II. *Where and when to report.* The grant award recipient must report executive total compensation described in paragraph [2.a.] of this award term:
 - a. As part of your registration profile at <http://www.sam.gov>.
 - b. By the end of the month following the month in which this award is made, and annually thereafter.

3. Reporting of Total Compensation of Subrecipient Executives.
 - I. *Applicability and what to report.* Unless the grantee is exempt as provided in paragraph [4.] of this award term, for each first-tier subrecipient under this award, the grant award recipient shall report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if—
 - I. in the subrecipient's preceding fiscal year, the subrecipient received—
 - (A) 80% or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and
 - II. The public does not have access to information on 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. (To determine if the public has access to the compensation information, see the SEC total compensation filings at <https://www.sec.gov/answers/execomp.htm>.)
 - II. *Where and when to report.* The grant award recipient must report subrecipient executive total compensation described in paragraph [3.a] of this award term:
 - I. To the recipient.
 - II. By the end of the month following the month during which the grantee make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (i.e., between October 1 and 31), the grantee must report any required compensation information of the subrecipient by November 30 of that year.
4. Exemptions.

If, in the previous tax year, the grant award recipient had gross income, from all sources, under \$300,000, the grantee is exempt from the requirements to report:

 - a. Subawards, and
 - b. The total compensation of the five most highly compensated executives of any subrecipient.
5. Definitions.

For purposes of this award term:

 - a. *Entity* means all of the following, as defined in 2 CFR part 25:
 - I. A Governmental organization, which is a State, local government, or Indian tribe;
 - II. A foreign public entity;
 - III. A domestic or foreign nonprofit organization;
 - IV. A domestic or foreign for-profit organization;
 - V. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

- b. *Executive* means officers, managing partners, or any other employees in management positions.
- c. *Subaward*:
 - I. This term is used as a legal instrument to provide support for the performance of any portion of the substantive project or program for which the grantee received this award and that the grantee as the recipient award to an eligible subrecipient.
 - II. The term does not include the grant award recipient procurement of property and services needed to carry out the project or program (for further explanation, see [2 CFR 200.330]).
 - III. A subaward may be provided through any legal agreement, including an agreement that the grantee or a subrecipient considers a contract.
- d. *Subrecipient* means an entity that:
 - I. Receives a subaward from the grant award recipient under this award; and
 - II. Is accountable to the grantee for the use of the Federal funds provided by the subaward.
- e. *Total compensation* means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):
 - I. *Salary and bonus*.
 - II. *Awards of stock, stock options, and stock appreciation rights*. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
 - III. *Earnings for services under non-equity incentive plans*. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
 - IV. *Change in pension value*. This is the change in present value of defined benefit and actuarial pension plans.
 - V. *Above-market earnings on deferred compensation which is not tax-qualified*.
 - VI. Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

h. Personally Identifiable Information

The grant 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, can be found at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7872.

i. Pre-Award

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*.

j. Procurement

The Uniform Guidance Procurement Standards at 2 CFR 200.318-327 require all grant award recipients and subrecipients to conduct procurement transactions in a manner that promote practical, open, and free 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 (as defined at 2 CFR 200.1) to follow the same procurement policies and procedures it uses for non-Federal funds. The State must comply with 2 CFR 200.323, Procurement of Recovered Materials, and ensure that every purchase order or other contract includes any clauses required by Section 200.327, Contract Provisions.

k. Program Income

The Addition method as described in 2 CFR 200.307 must be used in allocating any program income generated for this grant award. The grant 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(e). Any program income found remaining at the end of period of performance must be returned to ETA. In addition, the grant award recipient(s) must report program income on the quarterly financial report using ETA-9130 form.

l. Recipient Integrity and Performance Matters

1. If the total value of the currently active grants, cooperative agreements, and procurement contracts from all Federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of this Federal award, then the grant award recipient during that period of time must maintain the currency of information reported to the System for Award Management (SAM) that is made available in the designated integrity and performance system (currently the Federal Awardee Performance and Integrity Information System (FAPIIS)) about civil, criminal, or administrative proceedings described in Paragraph 2 of this award term and condition. 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 the designated integrity and performance system on or after April 15, 2011, except past performance reviews required for Federal procurement contracts, will be publicly available.
2. Proceedings about which the grant recipient must report. Submit the information required about each proceeding that:
 - a. Is in connection with the award or performance of a grant, cooperative agreement, or procurement contract from the Federal Government;
 - b. Reached its final disposition during the most recent 5-year period; and

- c. Is one of the following:
 - I. A criminal proceeding that resulted in a conviction, as defined in Paragraph 5. of this award term;
 - II. A civil proceeding that resulted in a finding of fault and liability and paying a monetary fine, penalty, reimbursement, restitution, or damages of \$5,000 or more;
 - III. An administrative proceeding, as defined in Paragraph 5. of this award term, that resulted in a finding of fault and liability and grantee payment of either monetary fine or penalty of \$5,000 or more or a reimbursement, restitution, or damages in excess of \$100,000; or
 - IV. Any other criminal, civil, or administrative proceeding if:
 - (A) It could have led to an outcome described in Paragraph 2.c.I, II, or III of this award term;
 - (B) It had a different disposition arrived at by consent or compromise with an acknowledgment of fault on the grantee's part; and
 - (C) The requirement in this award term to disclose information about the proceeding does not conflict with applicable laws and regulations.
- 3. Reporting procedures. Enter in SAM, Entity Management area (formerly CCR), or any successor system, the FAPIIS information that SAM requires about each proceeding described in Paragraph 2. of this award term. The grant award recipient does not need to submit the information a second time under assistance awards that were received if the recipient already provided the information through SAM (formerly CCR) because the recipient was required to do so under Federal procurement contracts that the recipient was awarded.
- 4. Reporting frequency. During any period of time when the grant award recipient is a subject to the requirement in paragraph 1. of this award term, the grantee must report FAPIIS information through SAM no less frequently than semiannually following the initial report of any proceedings for the most recent 5-year period, either to report new information about any proceeding(s) that the grantee has not reported previously or affirm that there is no new information to report.
- 5. Definitions. For purposes of this award term:
 - a. Administrative proceeding means a non-judicial process that is adjudicatory in nature in order to make a determination of fault or liability (e.g., SEC 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. It does not include audits, site visits, corrective plans, or inspection of deliverables.
 - b. Conviction, for purposes of this award term, 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.
 - c. Total value of currently active grants, cooperative agreements, and procurement contracts includes —

- I. Only the Federal share of the funding under any award with a recipient cost share or match; and
- II. The value of all options, even if not yet exercised.

m. Reports

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

- a. **Quarterly Financial Reports.** All ETA grant award recipients are required to report quarterly financial data on the ETA-9130 Form. ETA-9130 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 final financial report must be submitted no later than 45 calendar days after the quarter ends and the closeout 9130 report must be submitted no later than 90 calendar days after the grant period of performance ends. A closeout report will be submitted during the closeout process. For additional guidance on ETA's financial reporting, reference TEGL 20-19 and https://www.doleta.gov/grants/pdf/ETA-9130_Financial_Reporting_Resources.pdf

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

- b. **Quarterly Narrative Progress Reports.** Grant recipients are required to submit a narrative quarterly and final report 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.
 1. 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 grant's activities. It must summarize project activities, employment outcomes and other deliverables, and related results of the project.
 2. The grant 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.
 3. The grant award recipient shall utilize standard reporting processes and electronic reporting systems to submit their quarterly progress reports as provided by ETA.

n. Requirements for Conference and Conference Space

Conferences sponsored in whole or in part by the grant award recipient are allowable if the conference is necessary and reasonable for the successful performance of the Federal Award. The grant 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.

o. Subawards

A *subaward* means an award provided by a *Pass-Through Entity* (PTE) to a subrecipient for the subrecipient to carry out part of a Federal award received by the PTE. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program. A subaward may be provided through any form of legal agreement, including an agreement that the PTE considers a contract.

The provisions of the Terms and Conditions of this award will be applied to any subrecipient under this award. The recipient is responsible for monitoring the subrecipient, ensuring that the Terms and Conditions are in all subaward packages and that the subrecipient complies with all applicable regulations and the Terms and Conditions of this award (2 CFR 200.101(b)).

p. Supportive Services & Participant Support Costs

When supportive services are expressly authorized by a program statute, regulation, or FOA, this award waives the prior approval requirement for participant support costs as described in 2 CFR 200.456. Costs must still meet the basic considerations at 2 CFR 200.402 – 200.411. Questions regarding supportive services and participant support costs should be directed to the FPO who is assigned to the grant.

q. System for Award Management (SAM)

SAM is the official federal system that collects, validates, stores, and disseminates business information about the federal government's trading partners in support of contract awards, grants, and electronic payment processes. A SAM registration is required for an entity to be able to apply for federal grants, to request modifications to existing grants, and to enable them to closeout expiring grants. See Training and Employment Notice 18-17 for additional guidance.

Unless the grant award recipient is exempt from this requirement under 2 CFR 25.110, the grantee must maintain the currency of its information in the SAM until the grantee submits the final financial report required under this grant award or receive the final payment, whichever is later. This requires that the grantee review and update the information at least annually after the initial registration, and more frequently if required by changes in its information or another award term.

1. Unique Entity Identifier Requirements

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

- i. Must notify potential subrecipients that no entity (see definitions below) may receive a subaward from the grant award recipient unless the entity has provided its unique entity identifier to the grantee.
- ii. May not make a subaward to an entity unless the entity has provided its unique entity identifier to the grantee.

NOTE: At some point, the DUNS Number will be replaced by a new, non-proprietary identifier requested in and assigned by SAM.gov. This new identifier is being called the Unique Entity Identifier (UEI), or the Entity ID. Users should continue using the DUNS Number in UEI fields until further notice. To learn more about SAM's rollout of the UEI, please visit gsa.gov/entityid.

2. Definitions

For purposes of this award term:

- i. SAM is the Federal repository where the grant award recipients register to do business with the U.S. Government. Additional information about registration procedures may be found at the SAM website (<http://www.sam.gov>).
- ii. *Unique entity identifier* means the code that is unique to a registered entity in order to complete its registration on SAM.
- iii. *Entity*, as it is used in this grant award term, means all of the following, as defined at 2 CFR Part 25, Subpart C:
 - a. A Governmental organization, which is a State, local government, or Indian Tribe;
 - b. A foreign public entity;
 - c. A domestic or foreign nonprofit organization;
 - d. A domestic or foreign for-profit organization; and
 - e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
- iv. *Subaward*:
 - a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which the grant award recipient received this award and that the grantee as the recipient award to an eligible subrecipient.
 - b. The term does not include the grantee procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200.330).
 - c. A subaward may be provided through any legal agreement, including an agreement that the grant award recipient considers a contract.
- v. *Subrecipient* means an entity that:
 - a. Receives a subaward from the grantee under this grant award; and
 - b. Is accountable to the grantee for the use of the Federal funds provided by the subaward.

3. Existing SAM Registrants

ETA advises grant recipients registered in SAM to review their registration information, particularly their financial information and points of contact. Assistance is available by

contacting the Federal Service Desk at www.fsd.gov. Grant recipients should contact ETA at ETAAccountingGrants@dol.gov if they find that payments have been paid to a bank account other than their registered bank account.

ETA further encourages grant recipients to review the expiration date of their SAM registration and begin the renewal process well in advance, to ensure that their registration remains valid. If the grant 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 grant recipient can continue to request and receive modifications to their existing grants, as well as apply for new funding opportunities. Further, the DUNS and EIN numbers must remain active until the grant award closeout process is fully completed.

4. Validation

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

r. Vendor/Contractor

The term "contractor," sometimes referred to as a vendor, is a dealer, distributor, merchant or other seller providing goods or services that are required to implement a Federal program (see 2 CFR 200.1). These goods or services may be for an organization's own use or for the use of the beneficiaries of the Federal program. Additional guidance on distinguishing between a subrecipient and a contractor (vendor) is provided in 2 CFR 200.330. When procuring contractors for goods and services, DOL/ETA recipients and subrecipients must follow the procurement requirements found at 2 CFR 200.319, which calls for free and open competition.

s. Whistleblower Protection

This grant award and employees working on this grant award are subject to the whistleblower rights and remedies established at 41 U.S.C. 4712. The grant award recipient shall inform its employees in writing, in the predominant language of the workforce, of employee whistleblower rights and protections under 41 U.S.C. 4712, as described in section 3.908 of the Federal Acquisition Regulation (48 CFR 3.908; note that for the purpose of this term and condition, use of the term "contract," "contractor," "subcontract," or "subcontractor" in section 3.908 should be read as "grant," "grantee," "subgrant," or "subgrantee"). The recipient shall insert the substance of this clause in all subgrants and contracts over the Simplified Acquisition Threshold.

t. Telecommunications

Title 2 CFR §200.216 Prohibition on certain telecommunications and video surveillance services or equipment. (Effective August 13, 2020)

(a) Recipients and subrecipients are prohibited from knowingly obligating or expending loan or grant funds to: (1) Procure or obtain; (2) Extend or renew a contract to procure or obtain; or (3) Enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

(i) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities). (ii) Telecommunications or video surveillance services provided by such entities or using such equipment. (iii) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country. (b) In implementing the prohibition under Public Law 115-232, section 889, subsection (f), paragraph (1), heads of executive agencies administering loan, grant, or subsidy programs shall prioritize available funding and technical support to assist affected businesses, institutions and organizations as is reasonably necessary for those affected entities to transition from covered communications equipment and services, to procure replacement equipment and services, and to ensure that communications service to users and customers is sustained. (c) See Public Law 115-232, section 889 for additional information. (d) See also §200.471.

u. Intellectual Property Rights

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: i) the copyright in all products developed under the grant, including a subgrant or contract under the grant or subgrant; and ii) any rights of copyright to which the grant 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/ETA 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 (ETA). The product was created by the recipient and does not necessarily reflect the official position of DOL/ETA. DOL/ETA 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.”

v. Intellectual Property Rights and the Bayh-Dole Act

All small business firms, and non-profit organizations (as defined at 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 <https://doleta.gov/grants/pdf/BayhDoleGrantTerm.pdf>. 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.

11. Program Requirements

The Funding Opportunity Announcement contains the program requirements for this award.

12. Federal Appropriations Requirements

a. Participant Minimum Age

Pursuant to P.L. 116-260, Division H, 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.

b. Prohibition on Contracting with Corporations with Felony Criminal Convictions

The 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.

c. Prohibition on Contracting with Corporations with Unpaid Tax Liabilities

The grant 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.

d. Prohibition on Providing Federal Funds to Association of Community Organizations for Reform Now (ACORN)

Pursuant to P.L. 116-260, Division H, Title V, Section 521, these funds may not be provided to the ACORN, or any of its affiliates, subsidiaries, allied organizations or successors.

e. Reporting of 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. Publicity

The grant award recipient is not authorized to use any funds provided under this grant award for publicity or propaganda purposes, for the preparation, distribution or use of any kit, pamphlet, booklet, publication, radio, television or film 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. In addition, the grantee is not authorized to use grant funds to pay the salary or expenses of any 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 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.

13. Public Policy

a. 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.

b. 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 grants 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 or debarment.

c. Executive Orders

12928: Pursuant to Executive Order (EO) 12928, the grant 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.

13043: Pursuant to EO 13043, Increasing Seat Belt Use in the United States, dated April 16, 1997, the grant 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.

13166: 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, 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 [05/29/2003] Volume 68, Number 103, pages 32289-32305. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. The grant 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 <http://www.lep.gov>.

13513: Pursuant to EO 13513, Federal Leadership On Reducing Text Messaging While

Driving, dated October 1, 2009, the grant 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. Recipients and subrecipients are also encouraged to conduct initiatives of the type described in section 3(a) of this order.

13788: Pursuant to EO 13788, by drawing down funds, the grant award recipient agrees to comply with Sections 8301 through 8303 of Title 41, U. S. Code (commonly known as the Buy American Act). Additionally, no funds may be made available to any person or entity that has been convicted of violating the Buy American Act.

For the purposes of this award, the Buy American Act requires the recipient to use, with limited exceptions, only 1) unmanufactured items that have been mined or produced in the United States; and 2) manufactured items that have been manufactured in the United States substantially all from articles, materials, or supplies that were mined, produced, or manufactured in the United States.

These requirements do not apply to 1) items for use outside of the United States, 2) items that are not mined, produced, or manufactured in the United States in sufficient and reasonably available commercial quantities and are not of a satisfactory quality; and 3) manufactured items procured under any contract with an award value that is equal to or less than the micro-purchase threshold (currently \$10,000). In order to claim an exception to these requirements under 1 or 2 above, the grant award recipient must get prior approval from the Grant Officer. Prior approval is not needed for purchases under the micro-purchase threshold.

13798: As clarified by EO 13798, Promoting Free Speech and Religious Liberty, dated May 4, 2017, established a policy of promoting religious liberty and directed the Attorney General to provide guidance to DOL/ETA on the requirements of religious liberty laws, including how those laws apply to federal award of grants. On January 16, 2020, OMB issued M-20-09 which provided guidance to DOL/ETA on the application of E.O. 13798 to the administration of federal grant awards. M-20-09 requires DOL/ETA to publish a policy within 120 days (which was extended until June 16, 2020) on the administration of federal awards of grant in compliance with E.O.13798. In accordance with OMB's M-20-09 this federal assistance memorandum establishes policies regarding the administration of federal grant awards in compliance with E.O. 13798. This memorandum represents official communication to all DOL/ETA personnel managing federal grant programs, as well as to grant award applicants and recipients. To ensure compliance with 2CFR 200.300, DOL/ETA is responsible for managing its grant awarding programs in full accordance with U.S. statutory and public policy requirements, including those prohibiting discrimination. DOL/ETA encourages religious organizations to compete for all federal grant award opportunities, according to standard eligibility requirements set forth in DOL/ETA's Grant Terms and Conditions Library. When grant award applicants or recipients register in SAM, they certify compliance with all relevant provisions of Federal laws, executive orders, regulations,

and public policies governing federal assistance awards.

13864: Pursuant to EO 13864, Improving Free Inquiry, Transparency, and Accountability at Colleges and Universities, institutions of higher education should be accountable both for student outcomes and for student life on campus. Grant recipients must ensure that institutions that receive Federal research or education grants promote free inquiry, including through compliance with all applicable Federal laws, regulations, and policies.

13891: Pursuant to EO 13891, Promoting Regulatory Openness through Good Guidance (PRO Good Guidance), dated October 9, 2019, established the DOL/ETA's policy and requirements for fairer procedures for the issuance and use of regulatory guidance for grants. In accordance with this order, DOL/ETA will use guidance for grants appropriately, transparently, and in a manner that is accessible to the grant award recipients. DOL/ETA will accomplish this by issuing, modifying, withdrawing, and using regulatory guidance for grants involving impacts greater than \$100 million; making guidance for grants available to the grant recipients in a searchable database at www.dol.gov/guidance; allowing the grant award recipient to petition DOL/ETA on issues related to its guidance for grants; and limiting the DOL/ETA's use of guidance for grants to avoid potentially unfair conduct. DOL/ETA will use the guidance for grants lawfully and appropriately, and it will give the grant award recipients fairer notice of and improved access to all regulatory guidance for grants. **In addition to these improved transparency requirements, DOL/ETA expects grant recipients to adhere to all grant directives contained in guidance documents such as Unemployment Insurance Program Letters (UIPLs) and TEGs, as specified in the Order of Precedence.**

13933: Pursuant to EO 13933, grant funds may not be expended on public spaces from State and local governments that have failed to protect public monuments, memorials, and statues from destruction or vandalism. Furthermore, grant funds may not be expended on State and local law enforcement agencies that have failed to protect public monuments, memorials, and statues from destruction or vandalism.

Presidential Memorandum dated September 2, 2020 on Reviewing Funding to State and Local Government Recipients that are Permitting Anarchy, Violence, and Destruction of American Cities. Pursuant to this Presidential Memorandum, the Attorney General, in consultation with the Secretary of Homeland Security and the Director of OMB, shall publish on the Department of Justice website a list identifying State and local jurisdictions that have permitted violence and the destruction of property to persist and have refused to undertake reasonable measures to counteract these criminal activities (anarchist jurisdictions). The grant recipient may not direct grant funds toward any jurisdictions that have been identified as anarchist jurisdictions.

General Terms and Conditions

By accepting this agreement the recipient and its executives, as defined in 2 CFR § 170.315, certify that the recipient's policies are in accordance with the Office of

Management and Budget’s guidance located at 2 CFR part 200, all applicable Federal laws, and relevant Executive guidance, especially:

- President’s September 2, 2020 memorandum, entitled Memorandum on Reviewing Funding to State and Local Government Recipients of Federal Funds that Are Permitting Anarchy, Violence, and Destruction in American Cities;
- Executive Order on Protecting American Monuments, Memorials, and Statues and Combating Recent Criminal Violence (E.O. 13933); and
- Guidance for Grants and Agreements in Title 2 of the Code of Federal Regulations (2 CFR), as updated in the Federal Register’s 85 FR 49506 on August 13, 2020, particularly on:
 - Prohibiting the purchase of certain telecommunication and video surveillance services or equipment in alignment with section 889 of the National Defense Authorization Act of 2019 (Pub. L. No. 115—232) (2 CFR part 200.216),
 - Promoting the freedom of speech and religious liberty in alignment with Promoting Free Speech and Religious Liberty (E.O. 13798) and Improving Free Inquiry, Transparency, and Accountability at Colleges and Universities (E.O. 13864) (§§ 200.300, 200.303, 200.339, and 200.341),
 - Providing a preference, to the extent permitted by law, to maximize use of goods, products, and materials produced in the United States (2 CFR part 200.322), and
 - Terminating agreements in whole or in part to the greatest extent authorized by law, if an award no longer effectuates the program goals or agency priorities (2 CFR part 200.340).

d. 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 FEMA.

e. 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 at <https://apps.usfa.fema.gov/hotel/> to see if a property is in compliance, or to find other information about the Act.

f. Prohibition on Trafficking in Persons

1. Trafficking in persons.

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

I. The grantee as the recipient, the grantee's employees, subrecipients under this award, and subrecipients' employees may not—

(A). Engage in severe forms of trafficking in persons during the period of time that the grant award is in effect;

(B). Procure a commercial sex act during the period of time that the award is in effect; or

(C). Use forced labor in the performance of the award or subawards under the award.

II. DOL/ETA as the Federal awarding agency may unilaterally terminate this grant award, without penalty, if the grantee or a subrecipient that is a private entity —

(A). Is determined to have violated a prohibition in paragraph a.1 of this award term; or

(B). Has an employee who is determined by the agency official authorized to terminate the award to have violated a prohibition in paragraph a.1 of this award term through conduct that is either—

i. Associated with performance under this award; or

ii. Imputed to you 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.* DOL/ETA as the Federal awarding agency may unilaterally terminate this grant award, without penalty, if a subrecipient that is a private entity—

I. Is determined to have violated an applicable prohibition in paragraph a.1 of this grant award term; or

II. Has an employee who is determined by the agency official authorized to terminate the award to have violated an applicable prohibition in paragraph a.1 of this grant 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.*

I. The grant award recipient must inform DOL/ETA immediately of any information the grantee receive from any source alleging a violation of a prohibition in paragraph a.1 of this grant award term.

II. DOL/ETA right to terminate unilaterally that is described in paragraph a.2 or b of this section:

(A). Implements section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104(g)), and

(B). Is in addition to all other remedies for noncompliance that are available to DOL/ETA under this grant award.

III. The grant award recipient must include the requirements of paragraph a.1 of this grant award term in any subaward the grantee make to a private entity.

d. *Definitions.* For purposes of this award term:

I. “Employee” means either:

(A). An individual employed by the grant award recipient or a subrecipient who is engaged in the performance of the project or program under this award; or

(B). Another person engaged in the performance of the project or program under this grant award and not compensated by the grantee 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 or matching requirements.

II. “Forced labor” means labor obtained by any of the following methods: the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

III. “Private entity”:

(A). Means any entity other than a State, local government, Indian tribe, or foreign public entity, as those terms are defined in 2 CFR 175.25.

(B). Includes:

i. A nonprofit organization, including any nonprofit institution of higher education, hospital, or tribal organization other than one included in the definition of Indian tribe at 2 CFR 175.25(b).

ii. A for-profit organization.

IV. “Severe forms of trafficking in persons,” “commercial sex act,” and “coercion” have the meanings given at section 103 of the TVPA, as amended (22 U.S.C. 7102).

g. Veterans’ Priority Provisions

The Jobs for Veterans Act (Public Law 107-288) requires grant award recipients 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 a grant award recipient 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 grant award recipient 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. Recipients 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. TEGL No. 10-09 is available at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2816.

14. Technical Assistance, Resources, and Information

Additional resources, training, and information to assist the grant award recipient are located on the ETA website at <https://www.dol.gov/agencies/eta/grants/resources> and on the Grants Application and Management collection page on WorkforceGPS.org at <https://grantsapplicationandmanagement.workforcegps.org/>. **SMART** training is a technical assistance initiative sponsored by DOL-ETA to assist its grant 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.

These four themes are woven throughout the OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, also known as the Uniform Guidance (2 CFR Part 200 and 2 CFR Part 2900). The 508-compliant PowerPoints of the modules may be found on WorkforceGPS.org at the [Resource](#) page.

15. Attachments

[Attachment A: SF-424](#)

[Attachment B: SF-424A](#)

[Attachment C: Budget Narrative](#)

[Attachment D: Statement of Work](#)

Attachment A: SF-424

Application for Federal Assistance SF-424

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
--	--	--

* 3. Date Received: <input type="text" value="11/12/2020"/>	4. Applicant Identifier: <input type="text"/>
--	--

5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
--	---

State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
---	---

8. APPLICANT INFORMATION:

* a. Legal Name: <input type="text" value="City and County of Denver"/>	
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="84-6000580"/>	* c. Organizational DUNS: <input type="text" value="0341087580000"/>

d. Address:

* Street1:	<input type="text" value="101 West Colfax Avenue"/>
Street2:	<input type="text" value="Suite 850"/>
* City:	<input type="text" value="Denver"/>
County/Parish:	<input type="text"/>
* State:	<input type="text" value="CO: Colorado"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="80202-5329"/>

e. Organizational Unit:

Department Name: <input type="text" value="DEDO"/>	Division Name: <input type="text" value="Division of Workforce"/>
---	--

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

Prefix: <input type="text" value="Mr ."/>	* First Name: <input type="text" value="Tony"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Anderson"/>	
Suffix: <input type="text"/>	

Title: <input type="text" value="Director - Workforce Services"/>

Organizational Affiliation: <input type="text"/>

* Telephone Number: <input type="text" value="(720) 913-5410"/>	Fax Number: <input type="text"/>
---	----------------------------------

* Email: <input type="text" value="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:

CFDA Title:

*** 12. Funding Opportunity Number:**

FOA-ETA-20-13

* Title:

H-1B One Workforce Grant Program

13. Competition Identification Number:

FOA-ETA-20-13

Title:

H-1B One Workforce 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 (TEC-P) 2.0

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

* b. Program/Project

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

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="7,383,999.17"/>	<i>Laddie Somorin</i>
* b. Applicant	<input type="text" value="0.00"/>	
* c. State	<input type="text" value="0.00"/>	
* d. Local	<input type="text" value="0.00"/>	
* e. Other	<input type="text" value="0.00"/>	
* f. Program Income	<input type="text" value="0.00"/>	
* g. TOTAL	<input type="text" value="7,383,999.17"/>	<i>Laddie Somorin</i>

*** 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 218, 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: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Attachment B: SF-424A

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 02/28/2022

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. H-1B ONE WORKFORCE GRANT PROGRAM		\$	\$	\$ 7,383,999.17	\$	\$ 7,383,999.17 \$7,383,999.00 <i>Spencer Peggler</i>
2.						
3.						
4.						<i>Spencer Peggler</i> \$7,383,999.00
5. Totals		\$	\$	\$ 7,383,999.17	\$	\$ 7,383,999.17

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	H-1B ONE WORKFORCE GRANT PROGRAM	N/A	N/A	N/A	
a. Personnel	\$ 315,000.00	\$ 320,250.00	\$ 325,657.50	\$ 331,227.23	\$ 1,292,134.73
b. Fringe Benefits	97,650.00	99,277.50	100,953.83	102,680.44	400,561.77
c. Travel	500.00	500.00	500.00	500.00	2,000.00
d. Equipment	0.00	0.00	0.00	0.00	0.00
e. Supplies	1,500.00	1,500.00	1,500.00	1,500.00	6,000.00
f. Contractual	1,331,953.57	1,405,387.71	1,407,665.59	1,348,226.15	5,493,233.02
g. Construction					
h. Other	0.00	0.00	0.00	0.00	0.00
i. Total Direct Charges (sum of 6a-6h)	1,746,603.57	1,826,915.21	1,836,276.92	1,784,133.82	\$ 7,193,929.52
j. Indirect Charges	46,465.00	47,152.75	47,861.13	48,590.77	\$ 190,069.65
k. TOTALS (sum of 6i and 6j)	\$ 1,793,068.57	\$ 1,874,067.96	\$ 1,884,138.05	\$ 1,832,724.59	\$ 7,383,999.17 \$7,383,999.00
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.	H-1B ONE WORKFORCE GRANT PROGRAM	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 1,793,068.56	\$ 448,267.14	\$ 448,267.14	\$ 448,267.14	\$ 448,267.14
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$ 1,793,068.56	\$ 448,267.14	\$ 448,267.14	\$ 448,267.14	\$ 448,267.14

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. H-1B ONE WORKFORCE GRANT PROGRAM	\$ 1,874,067.96	\$ 1,884,138.05	\$ 1,832,724.58	\$
17.				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	\$ 1,874,067.96	\$ 1,884,138.05	\$ 1,832,724.58	\$

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges: \$7,193,929.52	22. Indirect Charges: \$190,069.65
23. Remarks:	

Attachment C: Budget Narrative

TEC-P 2.0 Budget and Budget Narrative

Four-Year Budget Summary:

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	315,000.00	320,250.00	325,657.50	331,227.23	1,292,134.73
FRINGE BENEFITS	97,650.00	99,277.50	100,953.83	102,680.44	400,561.77
TRAVEL	500.00	500.00	500.00	500.00	2,000.00
EQUIPMENT	-	-	-	-	-
SUPPLIES	1,500.00	1,500.00	1,500.00	1,500.00	6,000.00
CONTRACTUAL	1,331,953.57	1,405,387.71	1,407,665.59	1,348,226.15	5,493,233.02
CONSTRUCTION	-	-	-	-	-
OTHER	-	-	-	-	-
TOTAL DIRECT	1,746,603.57	1,826,915.21	1,836,276.92	1,784,133.82	7,193,929.52
INDIRECT	46,465.00	47,152.75	47,861.13	48,590.77	190,069.65
TOTAL	1,793,068.57	1,874,067.96	1,884,138.05	1,832,724.58	7,383,999.17

Four-Year Budget Detail:

A. Personnel. Total: \$1,292,134.73

Year 1: \$315,000.00 Year 2: \$320,250.00 Year 3: \$325,657.50 Year 4: \$331,227.23

- TEC-P 2.0 Project Manager** To be hired, (1 FTE x \$95,344.50/year = \$95,344.50), 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 2.0 work plan and outcomes, including quarterly reporting. The TEC-P 2.0 Project Manager will devote 100% of their time to the program and it will be fully funded through the TEC-P 2.0 grant.
- Project Administrator** To be hired, (1 FTE x \$79,655.50/year = \$79,655.50), supports the project manager in overseeing all grant specifications are met, serving as the primary

contact for local workforce areas, 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 100% of their time toward the project, and will be fully funded through the TEC-P 2.0 grant.

3. **Contracts Manager:** Lisa Valdez, (.3 FTE x \$131,928/year = \$39,578.41) will ensure that signed contracts are in place and updated throughout the grant period of performance. This includes the development and negotiations for all related contracts as well as modifications and amendments throughout. The contracts manager will devote 30% of their time toward the project and 30% of the position will be funded through the TEC-P 2.0 grant.
4. **Quality Assurance Manager:** Todd Nielsen, (.15075 FTE x \$132,670.89/year=\$20,000) will ensure the timely and accurate fiscal reporting and procurement management of the TEC-P 2.0 project. They will provide fiscal oversight and reporting, including management of procurement processes in alignment with the city, state and federal required procurement procedures for DOL-funded grants. The Quality Assurance Manager will devote 15 percent of their time toward the project, and 15 percent of the position will be funded through the TEC-P 2.0 grant.
5. **Fiscal Administrator: Fanta Harkiso,** (.5 FTE x \$116,247.25/year=\$58,123.62) 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 50% of their time toward the project and 50% of the position will be funded through the TEC-P 2.0 grant.
6. **DEDO other personnel (Monitoring): Dan Fechter,** (.21165 FTE \$105,355.48/year = \$22,297.97) will act as the monitor for all grant activities. Will also lead any and all required federal audits. Will provide continual feedback to Program Manager and Program Administrator to address issues discovered during regular monitoring cycles.

B. Fringe Benefits. Total: \$400,561.77

Year 1: \$97,650.00 Year 2: \$99,277.50 Year 3: \$100,953.83 Year 4: \$102,680.44

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: \$2,000.00

Year 1: \$500.00 Year 2: \$500.00 Year 3: \$500.00 Year 4: \$500.00

Travel costs include mileage costs (\$.575 per mile x 36.232 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: \$6,000.00

Year 1: \$1,500.00 Year 2: \$1,500.00 Year 3: \$1,500.00 Year 4: \$1,500.00

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.): \$750 per year.

Printable media - (flyers, marketing, etc.): \$750 per year.

F. Contractual Services. Total: \$5,493,233.02

1. CUWA. Total: \$123,789.25

Year 1: \$28,689.28 Year 2: \$32,796.52 Year 3: \$30,638.40 Year 4: \$31,664.96

CUWA will act as the third-party convener for sector and career pathway development and will leverage existing systems and relationships from current and previous initiatives to increase the impact and efficacy of TEC-P.

2. Consultant. Total: \$80,000

Year 1: \$20,000.00 Year 2: \$20,000.00 Year 3: \$20,000.00 Year 4: \$20,000.00

The consultant shall provide technical and professional services that will include implementation and continuous subject matter expert support. Additional support will include supporting the convening of TEC-P 2.0 partners to align on proposal deliverables, supporting the development and outlining the internal infrastructure for supporting the grant, supporting local monitoring audit efforts and any required DOL audits and supporting grant close-out activities as required.

3. Database Customization. Total: \$80,000

Year 1: \$20,000.00 Year 2: \$20,000.00 Year 3: \$20,000.00 Year 4: \$20,000.00

TEC-P 2.0 will contract with an external marketing and web site development firm to develop the TEC-P 2.0 website, branding and outreach approach and outreach materials. The costs reflect the initial design and development as well as ongoing website maintenance and updates as the program grows.

4. Regional Workforce Development Boards: \$5,209,443.77

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.

- **Adams: \$555,000.79**
Year 1: \$138,750.20 Year 2: \$138,750.20 Year 3: \$138,750.20 Year 4: \$138,750.20
Serving 75 participants
- **Arapahoe Douglas Works! Total: \$910,013.60**
Year 1: \$227,503.40 Year 2: \$227,503.40 Year 3: \$227,503.40 Year 4: \$227,503.40
Serving: 132 participants
- **Boulder Total: \$779,999.00**
Year 1: \$191,583.00 Year 2: \$193,830.00 Year 3: \$196,124.00 Year 4: \$198,462.00
Serving 112 participants
- **Denver Workforce Centers: \$910,002.90**
Year 1: \$227,500.73 Year 2: \$227,500.73 Year 3: \$227,500.73 Year 4: \$227,500.73
Serving 132 participants
- **Jefferson County: \$720,000.00**
Year 1: \$144,320.00 Year 2: \$211,400.00 Year 3: \$213,542.00 Year 4: \$150,738.00
Serving 112 participants
- **Larimer: \$779,427.48**
Year 1: \$194,856.87 Year 2: \$194,856.87 Year 3: \$194,856.87 Year 4: \$194,856.87
Serving 112 participants
- **Weld: \$555,000.00**
Year 1: \$138,750.00 Year 2: \$138,750.00 Year 3: \$138,750.00 Year 4: \$138,750.00
Serving 75 participants

G. Construction. \$0.00

H. Other Costs. \$0.00

I. Total Direct Costs. Total: \$7,193,929.52

Year 1: \$1,746,603.57 Year 2: \$1,826,915.21 Year 3: \$1,836,276.92

Year 4: \$1,784,133.82

J. Indirect Costs. Total: \$190,069.65

Year 1: \$46,465.00 Year 2: \$47,152.75 Year 3: \$47,861.13 Year 4: \$48,590.77

The TEC-P 2.0 request for indirect costs is calculated at 10 percent of direct costs. DEDO formerly had a negotiated indirect cost rate, but has expired. 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.

Devnver Economic Development and Opportunity

Total Modified Indirect Rate Calculation

FOA-ETA-20-13

OBJECT CLASS CATEGORIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	CUMULATIVE
PERSONNEL	\$ 315,000.00	\$ 320,250.00	\$ 325,657.50	\$ 331,227.23	\$ 1,292,134.73
FRINGE BENEFITS	\$ 97,650.00	\$ 99,277.50	\$ 100,953.83	\$ 102,680.44	\$ 400,561.76
TRAVEL (INCLUDES LOCAL)	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 2,000.00
EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 6,000.00
Indirect Cap for Subawards - Total of 8 Subawards @ \$25k Cap each	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 200,000.00
CONSTRUCTION	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL DIRECT	\$ 464,650.00	\$ 471,527.50	\$ 478,611.33	\$ 485,907.66	\$ 1,900,696.49
INDIRECT (10%)	\$ 46,465.00	\$ 47,152.75	\$ 47,861.13	\$ 48,590.77	\$ 190,069.65
TOTAL	\$ 511,115.00	\$ 518,680.25	\$ 526,472.46	\$ 534,498.43	\$ 2,090,766.14

K. TOTAL Costs. \$7,383,999.17

Year 1: \$1,793,068.57 Year 2: \$1,874,067.96 Year 3: \$1,884,138.05

Year 4: \$1,832,724.58

Amount and Scope of Leveraged Resources:

1. Leveraged Resources Total: \$1,869,117.00 or 25.3% 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 WIBs 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: \$1,475,512.00**

DEDO, CUWA, and the regional WIBs are leveraging a combined \$1,336,760.00 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: \$148,375.00**

DEDO and many regional WIBs have committed to covering a large portion of the indirect costs of TEC-P 2.0 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 Business Officer, Director, Assistant Director, Financial Staff, Contract Administrator, Auditor, Quality Assurance and Policy staff. Local resources additionally includes 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:

CUWA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	21,832.38	22,596.52	23,387.40	24,205.96	92,022.26
FRINGE BENEFITS	4,240.00	4,388.00	4,542.00	4,701.00	17,871.00
TRAVEL (INCLUDES LOCAL)	500.00	3,500.00	500.00	500.00	5,000.00
EQUIPMENT	650.00	650.00	650.00	650.00	2,600.00
SUPPLIES	100.00	100.00	100.00	100.00	400.00
CONTRACTUAL CONSTRUCTION					-
OTHER					-
TOTAL DIRECT	27,322.38	31,234.52	29,179.40	30,156.96	117,893.26
INDIRECT (cap at 7%)	1,367.00	1,562.00	1,459.00	1,508.00	5,896.00
TOTAL	28,689.38	32,796.52	30,638.40	31,664.96	123,789.26

Arapahoe Douglas Works!	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	76,496.00	76,496.00	76,496.00	76,496.00	305,984.00
FRINGE BENEFITS	19,124.00	19,124.00	19,124.00	19,124.00	76,496.00
TRAVEL (INCLUDES LOCAL)	500.00	500.00	500.00	500.00	2,000.00
EQUIPMENT					-
SUPPLIES	500.00	500.00	500.00	500.00	2,000.00
CONTRACTUAL CONSTRUCTION					-

OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	116,000.00	116,000.00	116,000.00	116,000.00	464,000.00
TOTAL DIRECT	212,620.00	212,620.00	212,620.00	212,620.00	850,480.00
INDIRECT (cap at 7%)	14,883.40	14,883.40	14,883.40	14,883.40	59,533.60
TOTAL	227,503.40	227,503.40	227,503.40	227,503.40	910,013.60

Boulder	YEAR 1	YEAR 2	YEAR 3	YEAR 4	
PERSONNEL	74,054.00	75,535.00	77,045.00	78,586.00	305,220.00
FRINGE BENEFITS	28,141.00	28,703.00	29,278.00	29,863.00	115,985.00
TRAVEL (INCLUDES LOCAL)	200.00	200.00	200.00	200.00	800.00
EQUIPMENT					-
SUPPLIES	2,000.00	2,000.00	2,000.00	2,000.00	8,000.00
CONTRACTUAL CONSTRUCTION					-
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	70,769.00	70,769.00	70,769.00	70,769.00	283,076.00
TOTAL DIRECT	175,164.00	177,207.00	179,292.00	181,418.00	713,081.00
INDIRECT (cap at 7%)	16,419.00	16,623.00	16,832.00	17,044.00	66,918.00
TOTAL	191,583.00	193,830.00	196,124.00	198,462.00	779,999.00

Denver Workforce Centers	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	109,250.00	109,250.00	109,250.00	109,250.00	437,000.00
FRINGE BENEFITS	33,867.50	33,867.50	33,867.50	33,867.50	135,470.00
TRAVEL (INCLUDES LOCAL)	500.00	500.00	500.00	500.00	2,000.00
EQUIPMENT					-
SUPPLIES	750.00	750.00	750.00	750.00	3,000.00
CONTRACTUAL CONSTRUCTION					-

OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	68,250.00	68,250.00	68,250.00	68,250.00	273,000.00
TOTAL DIRECT	212,617.50	212,617.50	212,617.50	212,617.50	850,470.00
INDIRECT (cap at 7%)	14,883.23	14,883.23	14,883.23	14,883.23	59,532.90
TOTAL	227,500.73	227,500.73	227,500.73	227,500.73	910,002.90

Jefferson County	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	52,120.00	53,684.00	55,295.00	56,954.00	218,053.00
FRINGE BENEFITS	17,200.00	17,716.00	18,247.00	18,784.00	71,947.00
TRAVEL (INCLUDES LOCAL)					-
EQUIPMENT					-
SUPPLIES					-
CONTRACTUAL					-
CONSTRUCTION					-
OTHER	75,000.00	140,000.00	140,000.00	75,000.00	430,000.00
TOTAL DIRECT	144,320.00	211,400.00	213,542.00	150,738.00	720,000.00
INDIRECT (cap at 7%)					-
TOTAL	144,320.00	211,400.00	213,542.00	150,738.00	720,000.00

LARIMER	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	80,752.22	80,752.22	80,752.22	80,752.22	323,008.88
FRINGE BENEFITS	19,857.00	19,857.00	19,857.00	19,857.00	79,428.00
TRAVEL (INCLUDES LOCAL)					-
EQUIPMENT					-
SUPPLIES					-
CONTRACTUAL					-
CONSTRUCTION					-
OTHER	81,500.00	81,500.00	81,500.00	81,500.00	326,000.00
TOTAL DIRECT	182,109.22	182,109.22	182,109.22	182,109.22	728,436.88
INDIRECT (cap at 7%)	12,747.65	12,747.65	12,747.65	12,747.65	50,990.60
TOTAL	194,856.87	194,856.87	194,856.87	194,856.87	779,427.48

ADAMS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	33,546.00	33,546.00	33,546.00	33,546.00	134,184.00
FRINGE BENEFITS	11,741.10	11,741.10	11,741.10	11,741.10	46,964.40
TRAVEL (INCLUDES LOCAL)					-
EQUIPMENT					-
SUPPLIES					-
CONTRACTUAL CONSTRUCTION					-
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	90,293.00	90,293.00	90,293.00	90,293.00	361,172.00
TOTAL DIRECT	135,580.10	135,580.10	135,580.10	135,580.10	542,320.40
INDIRECT (cap at 7%)	3,170.10	3,170.10	3,170.10	3,170.10	12,680.39
TOTAL	138,750.20	138,750.20	138,750.20	138,750.20	555,000.79

WELD	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL	25,545.00	25,545.00	25,545.00	25,545.00	102,180.00
FRINGE BENEFITS	6,386.25	6,386.25	6,386.25	6,386.25	25,545.00
TRAVEL (INCLUDES LOCAL)	107.00	107.00	107.00	107.00	428.00
EQUIPMENT					-
SUPPLIES					-
CONTRACTUAL CONSTRUCTION					-
OTHER (OJTs, ITAs, Intensive Services, Incentives, supportive services)	97,550.00	97,550.00	97,550.00	97,550.00	390,200.00
TOTAL DIRECT	129,038.00	129,038.00	129,038.00	129,038.00	516,152.00
INDIRECT (cap at 7%)	9,712.00	9,712.00	9,712.00	9,712.00	38,848.00
TOTAL	138,750.00	138,750.00	138,750.00	138,750.00	555,000.00

Attachment D: Statement of Work

INTRODUCTION. Colorado is a national leader in emerging technology and innovation. In recent years, before COVID-19, the state has experienced rapid economic growth and historically low unemployment, leading to significant skill shortages. COVID-19 led to disproportionate unemployment in industries related to retail and tourism and is highlighting skills gaps that existed before the pandemic. Denver Economic Development & Opportunity (DEDO) and its partners want to seize on this unprecedented opportunity to reskill and upskill Coloradans into high demand sectors that are fundamental to the state and national economies, while also ensuring individuals have access to career pathways that provide mobility in a post-COVID-19 world. DEDO's proposed Technology Employment in Colorado Partnership 2.0 (TEC-P 2.0) will develop the talent pipeline in information technology (IT), advanced manufacturing (AM) and transportation in alignment with middle- to high-skilled H-1B career pathways by building on past successes, innovative modes of training delivery, existing partnerships, and an innovative hub model that drives regional alignment across 10 of Colorado's central corridor counties and replication by Colorado's workforce system throughout the state.

TEC-P 2.0 will leverage the success of the funded H-1B grant Technology Employment in Colorado Partnership (TEC-P) project, completed in 2019 and also led by DEDO (then Office of Economic Development). TEC-P transformed the way local workforce areas (local areas) align regional sector strategies in Colorado, creating sector initiatives within IT and AM, with an industry- and employer-driven approach to training and career pathway development. This led to employment for incumbent workers, the long-term unemployed and other unemployed individuals in middle- to high-skill jobs across these growing sectors. TEC-P 2.0 will build on this work by expanding training to a broader range of unemployed and underemployed individuals in IT and AM, enlarging the target geographic area and adding a new sector,

transportation—creating new sector partnerships and career pathways within that industry, which is expected to lead Colorado’s economic recovery as the state strives to lead in aerospace. With TEC-P 2.0, Colorado will build and reskill a workforce that is mobile, responsive to changing business needs and is prepared for the future of work.

Led by DEDO, TEC-P 2.0 brings together seven of Colorado’s 10 federally recognized workforce development areas, serving 10 counties: Adams County Workforce and Business Center (Adams), Arapahoe Douglas Works! (Arapahoe, Douglas), Workforce Boulder County (Boulder), DEDO: Denver Workforce Services (Denver), Larimer County Economic and Workforce Development (Larimer), Jefferson County Business and Workforce Center (Jefferson, Clear Creek, Gilpin) and Employment Services of Weld County (Weld). This group largely represents the Colorado Central Planning Region (CCPR) for workforce development activities, along with Weld County. Colorado Urban Workforce Alliance (CUWA) is the third-party project facilitator of the innovative hub model. CUWA has facilitated collaboration across the workforce development system for over 18 years—over a decade before workforce system regionalization became law through the Workforce Innovation and Opportunity Act (WIOA). TEC-P 2.0 will add to the employer and training partners within IT and AM and create new transportation sector partnerships to further Colorado’s workforce system strategy to engage industry as a fulcrum in a demand-driven workforce system.

STATEMENT OF NEED. Demonstration of demand. Population, employment and businesses in Colorado are concentrated along the eastern slope, or Front Range, of the Rocky Mountains. Of the 5.7 million people in Colorado, over two-thirds of the population resides in the 10 northern Front Range counties that will be served by TEC-P 2.0. The CCPR accounts for 83% of

the state’s gross regional product and nearly 80% of jobs.¹ Front Range businesses are also on the leading edge of technology advancement and innovation. For example, an emerging occupation—telecommunications engineering specialist—combines software development with mechanical engineering to create artificial intelligence components that drive the development of the “internet of things.” TEC-P 2.0’s business partners require employees with skill sets that transcend traditional occupational groupings or industries. As another example, Boulder has been named one of the most innovative metro areas in the country and is a top destination for entrepreneurs, having one of the highest ratios of patents applied for per capita.² To meet the needs of businesses that are driving the nation’s innovation, TEC-P 2.0’s training programs will incorporate content that is needed by these emerging occupations within the targeted three H-1B industries (IT, AM and transportation). All training programs will result in workers skilled in a particular occupation along career pathways that lead to middle- to high-skilled occupations.

In CCPR, the number of jobs grew by 24.3% between 2010 and 2019, with average annual earnings increasing by 25%.³ The table below is an illustrative example of occupational families that TEC-P 2.0 will prioritize and accounts for over 250,000 jobs added since 2010.

Table: H-1B Priority Occupational Families in Colorado Central Planning Region, 2010–2019

SOC	Description	2010 Jobs	2019 Jobs	Change	Annual Growth	Median Annual Wage
15	Comp. & Math.	77,636	118,720	41,084	4.80%	\$93,562
13	Bus. & Fin. Ops	135,052	188,780	53,728	3.80%	\$72,197
53	Trans. & Materials	100,671	135,893	35,222	3.40%	\$34,820
11	Management	90,498	122,723	32,225	3.40%	\$113,244
47	Const. & Extraction	91,082	122,690	31,608	3.40%	\$46,084

¹ Colorado Central Planning Region. (June 2020). *Colorado Central Planning Region’s regional plan for the execution of workforce development activities.*

² Boulder Economic Council. *Innovation economy in the Boulder, Colorado area.* Retrieved from <https://bouldereconomiccouncil.org/boulder-economy/innovation-economy/>

³ Colorado Central Planning Region. (June 2020). *Colorado Central Planning Region’s regional plan for the execution of workforce development activities.*

29	Healthcare & Tech	93,704	125,248	31,544	3.30%	\$72,279
19	Life, Phy. & Soc. Sci.	22,962	28,941	5,979	2.60%	\$69,213
17	Arch. & Engineering	49,784	59,554	9,770	2.00%	\$83,045
51	Production	70,966	82,351	11,385	1.70%	\$35,981

Source: EMSI QCEW, Non-QCEW & Self-Employed

For comparison, across Colorado, the median annual wage is \$44,250 for all occupations.⁴ In the third quarter of 2020, there were 6,530 certified H-1B visas representing 9,046 workers in the state. Of those, 4,931 visas fell under computer and math occupations. Within the additional occupational families provided above, 1,345 visas were certified. These occupational families together represent 96% of all recent H-1B visas. TEC-P 2.0 will prioritize training opportunities in growing sectors that face worker shortages, and that drive innovation and offer on-ramps to career pathways to middle- and high-skill H-1B occupations. For example, in Weld County, 15,769 jobs are expected to be added in AM—a 7% growth rate from 2020 to 2024.⁵ An illustrative example of target industries that cross the AM, IT and transportation sectors is provided below, representing an increase of over 35,000 jobs in the next three years in CCPR and 3,762 of all recent H-1B certified visas, or 42%.

Table: Expected Job Growth by Selected Industry, Central Planning Region

NAICS	Description	2020 Jobs	2024 Jobs	Change
31	Manufacturing	51,891	55,502	3,611
42	Wholesale Trade	62,042	65,250	3,208
48	Transportation and Warehousing	45,437	48,590	3,153
51	Information	209,793	230,298	20,505
54	Prof., Scientific, & Technical Services	65,568	70,668	5,100

Source: EMSI – QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

Populations served. i. Target population. TEC-P 2.0 will upskill and reskill unemployed and

⁴ U.S. Bureau of Labor Statistics Office of Occupational Employment Statistics. (May 2019). *State occupational employment and wage estimates*.

⁵ Weld County Workforce Development Board. *Program years 2020–2023 upstate regional plan*.

underemployed individuals, including workers ages 17–24 and those impacted by the recent economic downturn. This includes those underrepresented in the industry sector. TEC-P 2.0 will include younger workers to build a mobile workforce equipped to adapt to the changing needs of business, industry and shifts in technology (described in more detail below). Veterans will also receive priority enrollment in TEC-P 2.0. The Front Range is recognized as “veteran friendly” because of “high concentrations of civilian employment in aerospace and homeland security” and the Colorado Air and Space Port (CASP) in Adams County.⁶ Licensed in 2018, CASP aims to become a major hub for commercial space transportation and research. Veterans have valuable skills, often have had security clearance, and are strong candidates for upskilling opportunities. Within CCPR, the unemployment rate in December 2019 was 2.2% (not seasonally adjusted), with about 50,000 people searching for jobs. The underemployment rate in this same time frame was an estimated 4.4%, with roughly 98,000 people underemployed.⁷ Until the economic crisis created by COVID-19, unemployment had been below 5% in Colorado since April 2014. These low rates created significant challenges for businesses trying to find enough skilled workers.

Table: Unemployment for Select Populations, Colorado Central Planning Region (2019)

Population	Est. Rate	Population	Est. Rate
White	2.20%	Black/African Am., Age 16-19*	13.50%
Black/African American	3.90%	Hispanic/Latino, Age 16-19*	11.20%
Asian	1.80%	Individuals with Disability	4.90%
Hispanic/Latino	2.90%	All Veterans	1.90%
All Teens	8.30%	Gulf-Era II Veterans	2.20%
White, Age 16-19*	7.40%	Vietnam Era Veterans	2.30%

Source: U.S. Bureau of Labor Statistics

*Only individuals 17 years or older will be eligible for participation in TEC-P 2.0

⁶ Colorado Central Planning Region. (June 2020). *Colorado Central Planning Region’s regional plan for the execution of workforce development activities.*

⁷ U.S. Bureau of Labor Statistics. Note: Underemployed is calculated as the sum of: total unemployed, persons marginally attached to the labor force, total employed part time for economic reasons, as a percentage of the civilian labor force.

At the peak of COVID-19 business closures in April 2020, the unemployment rate jumped to 18.4%, or roughly 400,000 persons. Recent reports suggest the economic impact of COVID-19 is far from over, with 33,500 workers from small hospitality and retail businesses in the Denver area alone expected to lose jobs this winter.⁸ COVID-19 has exacerbated worker shortages in some sectors, while many are unemployed in other sectors. Of individuals registered in Connecting Colorado (Labor Exchange System of Record) on October 22, 2020, one-third had obtained an education level of bachelor’s degree or above, with 56,700 (67%) holding an associate degree or lower. This is an opportunity to reskill the workforce to close the skills gap in the AM, IT and transportation sectors. There are large numbers of unemployed in typically low-skill jobs, such as food preparation, and with lower education levels. **ii. Access for predominately unemployed and underemployed.** DEDO and its partners will specifically recruit unemployed people to TEC-P 2.0 from industries that are no longer hiring. For example, within computer and mathematical occupations, there was a shortfall of over 15,000 jobs on October 22, 2020, compared with a surplus of over 7,000 workers in food preparation and serving related jobs. The table below shows additional discrepancies.

Table: Connecting Colorado Registrants by Surplus and Shortfall, Metro Denver (10/22/2020)

SOC	Description	Supply	Demand Last 30 Days	(Surplus)/ Shortfall
15	Computer and Mathematical	4,575	20,122	15,547
29	Healthcare Practitioners & Tech	2,645	14,094	11,449
53	Transportation and Material Moving	5,338	14,110	8,772
13	Business and Financial Operations	6,411	8,615	2,204
51	Production	4,250	2,043	(2,207)
47	Construction and Extraction	5,436	2,002	(3,434)
27	Arts, Design, Entertainment, Sports, and Media	6,755	1,864	(4,891)

⁸ Rubino, J. (2020, October 25). Report forecasts major small business job losses in Denver and beyond. *The Denver Post*. Retrieved from <https://www.denverpost.com/2020/10/25/small-business-job-losses-denver-winter-restaurants-retail/>

35	Food Prep. and Serving Related	12,505	5,455	(7,050)
43	Office and Administrative Support	16,453	9,213	(7,240)

Source: IPEDS Data Compiled by EMSI

Further, workers under age 25 have been disproportionately impacted by the economic changes due to COVID-19. At the peak of unemployment (May 16th) this group represented 18.6% of total unemployment insurance (UI) claims, compared with a 2019 weekly average of 5.2%.⁹

For all TEC-P 2.0 program participants, the primary focus will be on recruitment of participants to reskill or upskill to fill gaps in the talent pipeline within the IT, AM and transportation sectors. Sector strategy initiatives have established employer-driven career pathways with multiple on-ramps for all skill levels. Connecting the underemployed and unemployed to these career pathways directs them to the education and training providers that give them the best chance of employment through a direct pipeline to employers with work-based learning opportunities and guided curriculum. To supplement the emphasis on unemployed and underemployed, TEC-P 2.0 will upskill incumbent workers in instances when positions can be backfilled with unemployed or underemployed individuals. **EXPECTED OUTCOMES & OUTPUTS.** **1. Participant outcomes. i. Coordinated outreach.** To serve 750 participants and enroll 662 in training over the 48-month project period, outreach and recruitment will be coordinated across partners using the foundation set by TEC-P and the hub model (described below). The website developed for TEC-P is still available, but it will be retooled to serve as the foundation for online communication with both job seekers and employers. This includes capability to post job openings and work experience opportunities, event information for potential participants or employers, and/or training options for potential participants. Online and printed marketing materials will be used across local areas, with consistent messaging and

⁹ Colorado Department of Labor and Employment Colorado Weekly Initial Claims

branding for TEC-P 2.0. Marketing messages will target unemployed or underemployed individuals seeking careers in AM, IT and transportation, including those who are considering reskilling, or younger workers searching for a promising career pathway. Local training providers with close ties to potential participants will be provided marketing materials as well, ensuring diverse populations receive information about the opportunities available. Unemployed individuals can be contacted through information in the Connecting Colorado database for proactive recruitment of individuals hurt by shifts in the labor market. Other outreach and recruitment may include: Meetup groups for unemployed workers or industry-specific topics, blogs, notifying former individuals receiving workforce services, radio advertisements, social media campaigns, referrals from training providers and referrals from community organizations. Recruitment for candidates to upskill employees will target businesses in the AM, IT and transportation sectors. Communication channels that currently exist within each local workforce area include local employers, training providers, chambers of commerce, economic development organizations and sector partnership members. These will be used to share upskilling opportunities including opportunities for veterans and incumbent workers. To ensure coordination, CUWA will facilitate the development of uniform screening criteria for all local areas. This will include consideration for eligibility and co-enrollment in WIOA and other programs, leveraging funds where possible. The screening criteria will supplement the tools and processes local areas have established for standard unemployment and supportive services operations. Once a prospective participant expresses interest, the local area partner will assess eligibility and suitability using this tool. A career specialist will be assigned and will meet—virtually or in person—with the potential participant. The initial screening assessment will include the identification of any barriers a participant may face to program completion,

employment retention or advancement. Initial intakes (upfront assessments), conducted by career specialists at local areas or through service providers, are comprehensive. They assess basic education and skill levels, aptitudes, interests and potential barriers, such as financial stress. Career specialists assess coaching and/or counseling needs and provide access to these resources. Participants will also receive access to wraparound supportive services based on individual needs. Local areas will provide stipends or vouchers for individuals for support such as housing, childcare, access to technology, dependent care and professional work clothing. Grant funds will only be used when an individual does not qualify for other resources. Whenever possible, co-enrollment and braided funding will be leveraged from human service programs, such as the Supplemental Nutrition Assistance Program (SNAP) or Temporary Assistance for Needy Families (TANF). Through the upfront assessment process, individuals are able to choose to reskill into the sector and career pathway of their choice within the priority sectors. Depending on skill level, more comprehensive assessment of an individual's skills gap may be required. For participants upskilling, basic skills or competencies for the target occupation and training program are identified through sector partnerships. These must be met prior to enrollment to ensure participants are adequately prepared and set up for success. Potential participants for incumbent worker training will go through the same process, with business services coordinators available to help with the outreach, recruitment and enrollment with employer partners. **ii. How training employers needs.** TEC-P 2.0 education and training activities will be driven by sector partnerships in AM, IT and transportation. Regional sector partnerships in AM and IT are well established and will be expanded during the grant period. Early transportation sector partnerships will be leveraged with new partnerships developed during the grant period. This process includes: generating a list of local employers to personally invite to participate; facilitating a

series of meetings to discuss challenges, skills and employee needs and to validate labor market data; and creating subcommittees responsible for driving the work on each priority. Each of the sector partnerships will develop consensus on goals and priorities, including training and education needs. The employers and training providers will then collaborate to refine existing training programs or create new programs. Training providers will ensure programs result in stackable and transferrable credentials for participants, while employers ensure their needs will be met, agreeing to a set of program outcomes. This collaborative work will result in demand-driven career pathways for TEC-P 2.0 participants. Sector partnerships will regularly adapt programs to changing economic conditions and evolving skill needs and ensure credentials are relevant and effective to meet business needs. **iii. recognized postsecondary credentials.**

Participants in TEC-P 2.0 will receive credentials such as: Security IT Associate, CompTIA Security+ and A+, HUNT Analyst, Java, PMP/CAPM IT Project Manager, Cisco Certified Network Associate, IT Helpdesk Administrator, Scrum Master, AutoCAD, AWS SENSE certifications and apprenticeship certifications such as Mold Maker, Electronics Technician, Water Quality Management or Software Developer. Required and recognized credentials are at the intersection of priority sectors and in-demand skills. For example, Aurora Community College is collaborating with business partners such as Boeing through the Aerospace and Aviation Sector Partnership to expand certifications (e.g., JavaScript, C-Sharp) to help fill over 100 software developer positions within the aerospace company – filling both IT and transportation sector needs. Another illustrative example of post-secondary credentials that lead to middle- and high-skill jobs within TEC-P 2.0 is Emily Griffith Technical College’s web development program. The program teaches object-oriented programming, multiplatform development and building web applications. After completion, participants are prepared for

potential career paths including web application developer, web designer, solutions architect, front-end developer and net developer—all H-1B occupations. All TEC-P 2.0 training programs result in the appropriate credentials for the industry and occupation, as formalized through sector partnerships. **iv. Appropriate for target population.** TEC-P 2.0 will serve unemployed and underemployed individuals at all skill levels who are looking to reskill or upskill into or within the three priority sectors, including younger workers and those impacted by the recent economic downturn. By using a career pathway system, participants will be able to upskill or reskill based on their personal background, skills, experience, competencies and interests. With on-ramps at every level, TEC-P 2.0's training and employment opportunities lead lower-skilled and younger workers to middle- and high-skill jobs within AM, IT and transportation. This customized approach allows career specialists and potential participants to assess gaps in skills and training, enrolling participants in the training programs that will fill these gaps and help individuals reach their employment goals. Local areas and business partners provide coaching, mentoring, soft-skills training and other services. The need for wraparound supportive services (described below) is also assessed during the initial intake process, and services are provided based on participants' needs, removing any additional barriers beyond skill or training gaps. TEC-P 2.0 will provide support to participants requiring access to technology for remote learning or working. **v.**

Outcome projections. TEC-P 2.0 anticipates the following outcomes, which are realistic and feasible by using prior performance from TEC-P—the foundation of TEC-P 2.0. *Total participants served: 750.* Derived from actual performance and cost per participant of TEC-P, which served 674 participants at \$9,158. Serving an additional 76 participants is realistic and feasible with the expansion into transportation and a wider geographic area. The timeline allows for scaling up and winding down: PY1: 105, PY2: 262, PY3: 278, PY4: 105 participants. *Total*

participants enrolled: 662. 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: 93, PY2: 225, PY3: 251, PY4: 93 enrolled in education/training. Total completing: 629. Derived from actual performance of TEC-P, with 95% of participants successfully completing training activities. Reflecting the number of expected enrollees each year: PY1: 88, PY2: 214, PY3: 239, PY4: 88 completing. Participants receiving credential: 450. 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: 64, PY2: 152, PY3: 170, PY4: 64. Number unemployed/underemployed obtain employment: 472. Derived from actual performance of TEC-P, 75% of participants completing will be unemployed/underemployed. Reflecting the breakdown of completers: PY1: 66, PY2: 160, PY3: 180, PY4: 66 obtaining employment. Number incumbent worker: 50. Derived from past projections (47) and actual performance (22) of TEC-P, which is realistic because of the expanded sectors and geographic scope of TEC-P 2.0. Employment Q2 & Q4 post-exit: 79.6% (Q2), 72.6% (Q4). 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 2.0 participants.

2. One workforce program outputs. i. Proof of concept. TEC-P 2.0 expands and replicates the success of TEC-P and the hub model, providing further evidence that this model is appropriate, effective and efficient for aligning and delivering regional workforce solutions. The hub model was established by leveraging CUWA's long history of facilitation with TEC-P's innovative program implementation. The hub model creates

a workforce system that is highly responsive to changes in the economy or politics. A local workforce area serves as the lead fiscal agent (DEDO), with ultimate responsibility for program delivery and a project manager responsible for overseeing all aspects of the grant program. CUWA serves as a facilitator to oversee and monitor programmatic elements, with the CUWA director/facilitator responsible for convening program partners and monitoring overall program expenditures and outcomes, providing a real-time update at monthly meetings. Consisting of one representative (grant supervisor) from each local area, a monthly advisory group forms to share best practices, effective ways of reporting and collecting data, and operational issues. The advisory group creates shared goals, allowing uniformity in program implementation across regions. Each grant supervisor is responsible for coordinating fiscal requirements, procedural requirements, reporting, allowable expenditures and enrollment in the data system with local area staff. All partners meet once per year in person. To supplement grant activities, the CUWA director/facilitator also coordinates monthly meetings across partners for groups dedicated to operations, career services, data and reporting, and business services. For example, the business services group shares recruitment strategies for different industries. Monthly meetings provide feedback on the efficacy of the program so that improvements can be made right away and successful practices shared across partners. The initial success of this hub model has received national recognition; it was presented by invitation to the National Association of State Workforce Agencies and the U.S. Department of Labor. Since TEC-P, the hub model has been adopted by additional regional programs in Colorado, ranging from registered apprenticeship programs to federal National Emergency Grants. TEC-P 2.0 is an opportunity to further refine this model by creating new sector partnerships in transportation and expanding AM and IT to include a wider geographic scope and expanded target populations. TEC-P 2.0's success will be

further evidence the model works at scale and can be replicated for additional industries, sector partnerships and the broader workforce system. **ii. Sustainability.** Sustainability of TEC-P 2.0 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. These will be shared at the monthly meetings facilitated by CUWA. Practices that transcend TEC-P 2.0 will be formally documented as continuing practices for local areas and partners to adopt. These may include tools and resources, such as desk manuals for specific occupations or sectors, which can be regularly updated as regional trends change and shift. The hub model also relies on industry sector leaders as key contacts and leaders of sector partnerships. Employer engagement ensures buy-in and support in the workforce system beyond any single program. With sector leaders driving the strategy and priorities, business and training partners are incentivized to participate in the broader workforce development agenda. Partners share a common agenda—creating collective impact. To further support sustainability planning, representatives from local partners will continue to participate in and coordinate with related statewide and regional activities. **PROJECT DESIGN. 1. Sector strategies and alignment. i. Previous strategy.** TEC-P 2.0 builds on extensive sector strategy alignment and partnership work within local regions and the state. Five of the seven partner local areas participated in TEC-P. Each local area has also participated in or convened additional sector partnership strategies. Currently active, select experience includes: Tech Talent Denver Sector Partnership, Boulder IT Sector Partnership Group, Denver Metro Manufacturing Sector Partnership, NoCo [Northern Colorado] Manufacturing, Aerospace and Aviation Sector Partnership, NoCo Health, Greater Metro Denver Healthcare (Sector) Partnership. TEC-P 2.0

partners have also leveraged sector strategies to develop registered apprenticeships, such as developing the first program for software development with Techtonic and establishing a program for circuit assemblers in partnership with Lockheed Martin. **ii. WIOA Plan Alignment.** Colorado’s 2018 Combined State Plan sets the vision for the state workforce system “that every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.”¹⁰ A priority focus is to grow a middle class by connecting people to careers. TEC-P 2.0 can play a key role in achieving the state’s workforce and talent pipeline goals in two areas. Goal 1: Engage business and industry as a fulcrum to inform and align all elements of the demand-driven system. Sector strategies are well established in AM and IT. This work expands with TEC-P 2.0 by linking current regional sector strategies together and providing an opportunity for these to grow in scope and wider business engagement. TEC-P 2.0 will also work with the transportation sector to establish a new sector partnership to coordinate and meet the needs of this emerging sector. Goal 2: Establish a customer-centric and holistic focus to increase coordination, effectiveness and access through shared data, tools and resources. TEC-P 2.0 expands coordination among workforce centers and further aligns services for businesses and job seekers in the priority sectors. TEC-P 2.0 also furthers the goals of Colorado’s governor, who recently established the Office of Future Work to analyze changing technologies, skill needs and demographics, and make policy recommendations on addressing these challenges.¹¹ **2. H-1B One Workforce Partnerships. i.**

Description. DEDO will serve as lead applicant and fiscal agent for TEC-P 2.0, and is an

¹⁰ Colorado Workforce Development Council. (2018). *Colorado WIOA combined state plan.*

¹¹Sealover, E. (2019, September 4). Colorado’s workforce needs are changing fast. *Denver Business Journal*. Retrieved from <https://www.bizjournals.com/denver/news/2019/09/04/colorado-office-of-future-work.html>

eligible applicant as a workforce development entity. TEC-P 2.0 leverages the Colorado workforce system's expertise in aligning programs and services with a regional approach. In Colorado, local workforce areas are locally run (by county) with unique operating policies, increasing the importance of regionalism. Using the hub model, DEDO will partner with CUWA to function as a neutral third-party facilitator. Under DEDO's direction, CUWA will help bring together and unite the local workforce areas to administer programs and services. This model allows regions to align and streamline work to achieve TEC-P 2.0's common goal of reskilling and upskilling unemployed or underemployed individuals into AM, IT and transportation careers that meet the growing needs of local employers. TEC-P 2.0 workforce development entities coordinate and participate in sector partnerships, lead outreach and recruitment in the local area for both participants and businesses, enroll participants including wraparound supportive services, and participate in data and tracking requirements. Partners are: Adams County Workforce and Business Center, Arapahoe Douglas Works!, Workforce Boulder County, DEDO: Denver Workforce Services (lead applicant), Larimer County Economic and Workforce Development, Jefferson County Business and Workforce Center, and Employment Services of Weld County. TEC-P 2.0 education and training providers participate in sector partnerships and administer training. They also participate in recruitment and can contribute to wraparound supportive services to support program completion, as appropriate. Partners are: Community College of Denver, CrossPurpose, Front Range Community College, Turing School of Software and Design, General Assembly, Arapahoe Community College, Tectonic, Community College of Aurora, Red Rocks Community College, Denver Office of Financial Empowerment, Twilio, and Emily Griffith Technical College. TEC-P 2.0 business partners participate in and drive the strategic direction of sector partnerships. For developing career pathways, this includes

validating labor market trends, informing the list of skills and/or competencies required for occupations and the associated training needed, participating in curriculum development and program design, and validating credentials when appropriate. For program activities, this includes deciding which job openings to prioritize for hiring qualified participants who complete training programs; providing resources, such as mentors or equipment; and upskilling front-line and other incumbent workers, including hiring unemployed participants to backfill job vacancies left by incumbent worker participants who move into higher-skilled jobs. In short, sector partnerships drive operational procedures. In partnership with the education and training providers, this work develops career pathways within an industry with on-ramps for individuals at every stage of their career. For entry-level workers who may be unemployed or reskilling to move into a new career pathway, this provides an articulated path to middle- and high-skill employment. Business partners also provide work-based learning opportunities for participants in partnership with training providers. This supports the program and builds a connection to training participants, most of whom business partners commit to hiring upon program completion. Partners are: Boeing, Apex Transportation, Silicon Mountain Technologies, Independent Electrical Contractors – Rocky Mountain, Twilio, EMP-Electro-Mechanical Products, C-Squared Computer Consulting, City of Arvada IT Department, Acme Distribution and Ardent Mills. Industry or trade associations include: Colorado Technology Association, NoCo Manufacturing Sector Partnership, Tech Talent Boulder, Tech Talent Denver, Manufacturer’s Edge and Aerospace and Aviation Sector Partnership. *Other partners* include CUWA, serving as a neutral workforce system facilitator, Fort Collins Chamber of Commerce to support outreach and pipeline development with local businesses, and PCs for People – a nonprofit that provides supportive services through computer and mobile internet access.

The TEC-P 2.0 One Workforce Partnership unites the efforts and expands five regional sector partnerships across advanced manufacturing and IT. One group – Metro Denver Aerospace and Aviation – crosses between AM and transportation sectors. Additional new transportation sector partnerships will be established. Existing sector partnerships include: Tech Talent Denver (Arapahoe/ Douglas, Jefferson, Adams, Denver), Boulder IT Sector Partnership Group (Boulder), Metro Denver Manufacturing (Arapahoe/Douglas, Jefferson, Adams, Denver), NoCo Manufacturing (Larimer, Weld) and Metro Denver Aerospace and Aviation (Arapahoe/Douglas, Jefferson, Adams, Denver). These sector partnerships represent businesses with a vested interest in building a middle- and high-skilled workforce in AM and IT and training providers who collaborate to develop programs that meet the needs of business. To expand beyond aerospace and aviation within transportation, initial meetings have started in fall 2020 with a Freight Sector Partnership led by the Colorado Workforce Development Council and convened by the Colorado Department of Transportation. Career pathway work is beginning, such as a new Commercial Driver’s License (CDL) Roadway Construction and Maintenance Associate degree. Other activities, such as the exploration of an inland port in Colorado by a group of international trade businesses, are driving the need to establish sector partnerships in this field and subsequent career pathways. TEC-P 2.0 partners will convene additional sector partnerships based on the pressing needs of local businesses and to adapt to new technology, such as driverless cars. TEC-P 2.0 is a model for regional alignment to address talent pipeline issues, particularly in middle- and high-skill careers in sectors facing skill shortages and changing demand. Although the work is coordinated regionally by local workforce areas, business partners drive the strategy and programming for participants, including work-based learning opportunities. **3. Career pathways. i. Description.** TEC-P 2.0 will expand career

pathways within AM and IT and establish new career pathways within transportation. Each TEC-P 2.0 sector partnership will drive the adoption and refinement of career pathways customized for regional business needs. Career pathways within IT and advanced manufacturing are well established through the success of TEC-P. Career pathways within transportation often cross sectors—such as Boeing’s need for software developers—or will be developed through the grant period. The tables below show examples of the career pathways in target H-1B sectors.

Table: Simplified Computer User Support Specialist Career Pathway

	Entry level	Middle skill	High skill
Occupation	Computer User Support Specialist (15-1131)	Computer Systems Analyst (15-1121)	Software Quality Assurance Engineer (15-1199)
Preferred Education	Technical certificate; associate degree	Software developer boot camp; bachelor’s degree	Software developer boot camp; bachelor’s degree
Sample TEC-P 2.0 Training Provider	Arapahoe Community College: Computer Technician Certificate	Techtonic Software developer apprenticeship	Turing School of Software & Design – Back End Engineering
Sample Credential	Certified A+ Technician	Certified Information Systems Auditor	Certified Software Test Professional
H-1B occupation	Yes	Yes	Yes

Table: Simplified Machine Operator Career Pathway

Skill Level	Entry level	Middle skill	High skill
Occupation	Machine Operator (51-4081)	CNC Machinist (51-4011)	Front Line Supervisor (53-1021)
Preferred Education	Technical certificate	Training program; apprenticeship	Associate degree; vocational training
Sample TEC-P 2.0 Training Provider	Front Range Community College: Fast track machining program – Introduction	Front Range Community College: Machining program – Intermediate	Front Range Community College: NOCO Manufacturing Supervisor
Sample Credential	National Institute of Metalworking (NIMS) Level 1 Certificate	NIMS CNC Lathe & Mill	Certificate of completion
H-1B occupation	No	Yes	Yes

Training strategies for IT and AM: Businesses within sector partnerships, such as NoCo

Manufacturing Partnership, collaborate with training providers to incorporate the training strategy that will best build the skill set of program participants to meet businesses’ needs. For

example, businesses may specify that certain NIMS certificates are highly sought after because of specific skill shortages. TEC-P 2.0 participants will then receive upskilling or reskilling training that leverages the existing standards and credentials. The credentials are transferrable and stackable, and participants receive training in the in-demand areas that meet business needs.

Early career pathway work has begun in transportation, but more is needed to support this emerging sector; in particular, building career pathways that connect entry-level occupations to middle- and high-skill jobs that will continue to adapt to changes in technology and industry innovation. Transportation, distribution and logistics career clusters with eight underlying career pathways have been developed. The new TEC-P 2.0 transportation sector partnerships will validate these pathways and customize training programs to meet the needs of businesses within the region. *Training strategy for transportation:* This training will likely include on-the-job training, paid work experience, customized cohort training or other training strategies. **3. ii. Training delivery.** TEC-P 2.0 training programs are delivered with multiple innovative delivery models based on the needs of employers, resulting in industry-recognized credentials that have been validated through sector partnerships. Strategies include work-based learning opportunities, blended/hybrid models, and online learning based on the program. An illustrative example is TEC-P 2.0's expansion of Tectonic's registered apprenticeship program. The initial TEC-P program helped implement the nation's first software development apprenticeship program by Tectonic. Tectonic now has programs in three states, and 100% of graduates receive a salaried job offer after 12 weeks of training and 40 hours of hands-on work experience. Another illustrative example is General Assembly's mixture of in-person, online, full-time immersive and part-time courses. The front-end web development course results in an industry-recognized certificate and includes hands-on experience with HTML5, CSS3 and JavaScript, with self-paced

lessons for online learners. Through TEC-P 2.0, based on the needs of local employers, the full array of training strategies will be available, including on-the-job training, customized cohort training, incumbent worker training, registered apprenticeships, industry-recognized apprenticeships, paid work experience, paid internships and other types of training. The power of the hub model is the highly aligned, regional approach in career pathway and training program development. Curriculum and training strategies are updated continuously, as monthly meetings include updates on shifting labor market trends, operational shifts and the changing needs of local businesses. Many training providers have adapted to online learning because of COVID-19. This option will be available for program participants based on availability and personal preference. Local workforce areas have adapted to virtual service delivery, including offering virtual workshops, job fairs, custom hiring events and consultative contacts by team members. With the infrastructure and systems now in place, this will continue to be an option for program participants. **Project Work Plan.** Implementation of TEC-P 2.0 will achieve five goals. *(1) Establish program infrastructure.* Milestones include hiring staff, training, setting up policies and procedures, modifying Connecting Colorado, and developing streamlined marketing and outreach plans. To be achieved in the first six months of the grant period, this will ensure a coordinated and systematic approach across all partners. It will also ensure systems are in place to provide accurate and timely progress reporting on the success of the program. *(2) Sector partnership expansion and development.* Milestones include convening sector partnerships to support grant activities and establishing the structures for ongoing career pathway development and credential validation by employers. Groups will be convened during PY1 with initial training and employment activities beginning by Q3 of the grant period. Sector partnerships will meet quarterly throughout the grant period. *(3) Activate referral pipeline.* Milestones include

establishing outreach plans for program participants, establishing referral and data systems, and convening community employer partners. Once established, the referral pipeline will result in active enrollments and employment. (4) Active program enrollment. An estimated 750 unemployed and underemployed will receive case management, supportive services, employment and training opportunities in the target sectors. Enrollment will ramp up after the first six months of the grant, with the majority of individuals participating during PY2 and PY3.

(5) Performance monitoring. To monitor progress throughout the life of the program, milestones include: monthly compliance reports from local area partners, quarterly performance measurement reports, and participation in DOL evaluation activities. Frequent reporting will ensure all milestones across the program are met and issues are resolved. **ORGANIZATIONAL,**

ADMINISTRATIVE AND FISCAL CAPACITY. 1) **Capacity of Lead Applicant. i. Capacity**

to manage program. As the lead applicant, DEDO has a track record of effectively managing regional workforce development initiatives, including several significant sector partnerships. DEDO serves as a convener or co-convener of existing sector partnerships included in TEC-P 2.0, (described below). Most relevant, DEDO was the lead applicant for a funded H-1B grant (TEC-P) that concluded in 2019, less than five years ago. DEDO has the partnership structures in place that encompass communication and project management for effective and efficient management of the project with all partners and staff. DEDO will partner with CUWA for overall coordination and project management of TEC-P 2.0. DEDO and grant partners have a tested coordinated infrastructure to effectively manage programs like TEC-P 2.0 with the hub model. To manage TEC-P 2.0, DEDO will work with CUWA to assemble or leverage existing teams of subject matter experts in business services, workforce intelligence and data, and TEC-P 2.0 program-specific leadership (advisory group). This follows the model initially designed for

the management of the funded H-1B grant TEC-P. Advisory group members are responsible for disseminating information, including tools and manuals, to all staff and partners within their local area based on the organization's standard operating procedures and existing dissemination channels. All working groups meet monthly, providing a platform to identify efficiencies and collective solutions on an ongoing basis. As new processes and procedures are successful, internal systems or policies are put in place so program activities are consistent, including reporting. This is embedded in the collaboration framework. To successfully facilitate and monitor TEC-P 2.0, DEDO will require quarterly local area reporting in addition to monthly calls, and provide access to a dedicated technical advisor. The technical advisor is able to support local areas in determining eligibility for participants or developing case management workflows. To apply procedures consistently, DEDO will collaborate with CUWA to develop a TEC-P 2.0 operations manual for the local workforce areas. The grants management systems and procedures used by DEDO, including procurement, have been developed by the City and County of Denver's Budget Management Office in alignment with state and federal requirements to ensure compliance and are monitored through a series of fiscal and programmatic checks and balances.

ii. Detailed organizational chart. An organizational chart is attached. **2) Reporting Systems. i. Timely and accurate reporting.** DEDO will meet all DOL reporting requirements and provide individual record-level data that would be made available for evaluation and national reporting purposes. To regularly assess progress toward performance goals, the existing Connecting Colorado (CC) database will be leveraged. CC is the state workforce system of record and has proved its ability to track and report on activities and outcomes through past performance, such as regular WIOA reporting and federal grant reporting for TEC-P. CC will be customized to meet the data and tracking needs of TEC-P 2.0, allowing for rigorous and ongoing assessment of

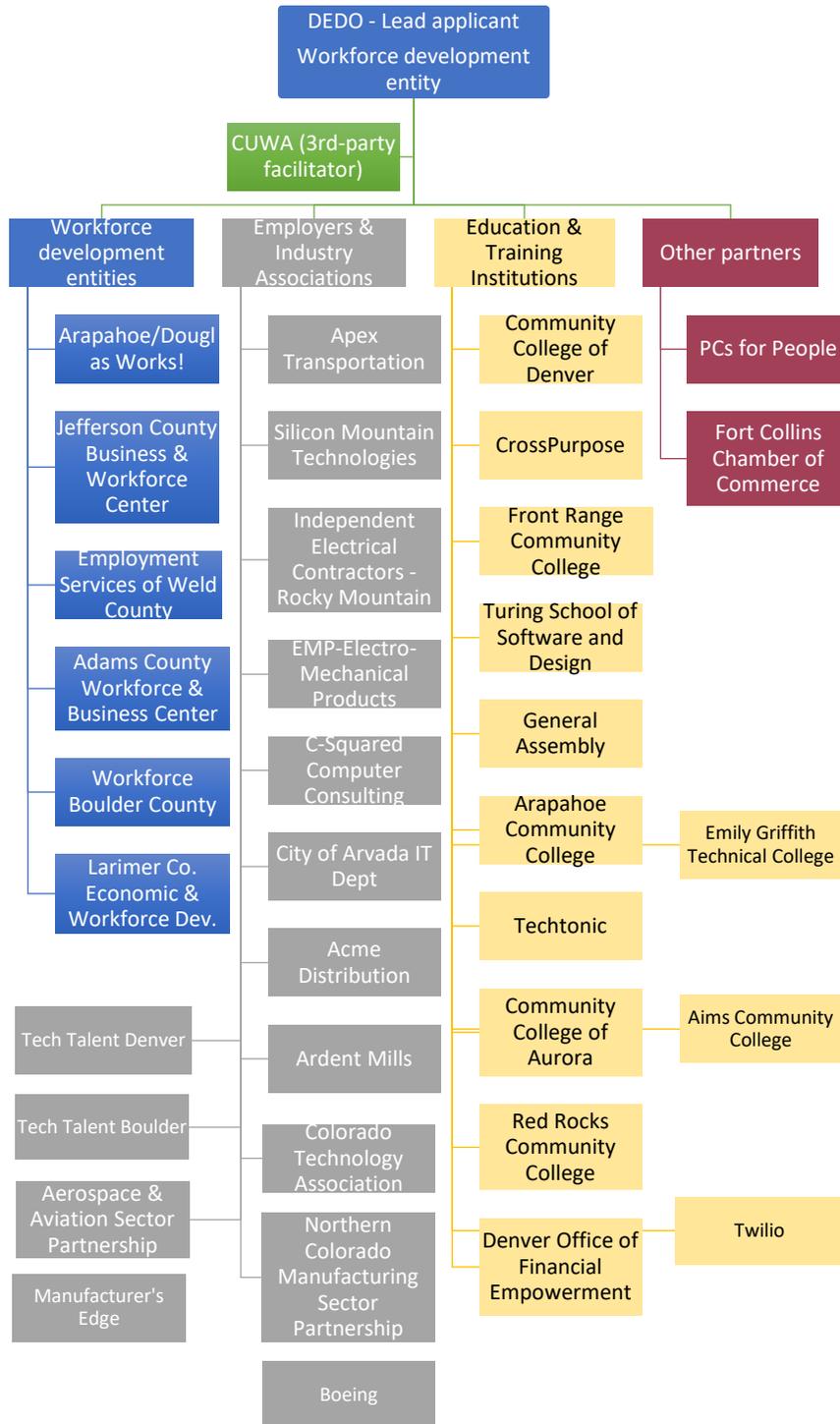
the program. The system has capabilities to report on efficacy of training programs, in-depth demographics and barriers to employment. A program code will be developed in CC specific to TEC-P 2.0 to allow individual participant-level tracking. DEDO will also collaborate with CUWA to leverage a team of data experts—the Workforce Intelligence and Data Expert (WIDE) group—combining the skills and knowledge of workforce data experts across the CCPR. WIDE meets monthly to assess labor market information and monitor the skills job seekers need to be successful. WIDE also presents labor market data to sector partnerships for validation. This group will be leveraged to monitor the identified participant performance goals in addition to the TEC-P 2.0 advisory group. WIDE has developed methodology for return on investment and long-term impact by examining wage growth, retention and other indicators. CC can deliver aggregate median wage outcomes for program participants up to 16 quarters after exit, allowing DOL to assess participants success up to four years after program completion. Existing management information systems, accounting, finance and communications teams will also monitor the results and assess program performance. DEDO utilizes the integrated financial system Workday, which provides a central location for recording proposals, transforming proposal budgets, reporting on awards against proposals and automating the post-award process. Additional systems used for financial reporting include: Kronos, Jaegger, Salesforce. Monthly expenditure reports are reviewed and analyzed with results considered in staffing and budgeting decisions. **PAST PERFORMANCE.** 1) **Lead applicant’s capacity.** DEDO, as the lead applicant, also led the coordination, implementation and administration of TEC-P. After seeing success from TEC-P with the hub model, the Colorado Department of Labor and Employment began to administer funds using this model. This system includes shared staff and resources across local areas, encouraging collaboration and efficiency. As a local workforce entity, DEDO

administers WIOA and other federally funded programs. Standard operations require sector-based work, with a team dedicated to partnering with businesses to train and/or hire workers based on industry skill shortages and demand. DEDO has led sector partnerships since 2012, serving as the convener or co-convener for six regional sector partnerships including the Denver Tech Talent Partnership, Greater Metro Denver Healthcare Partnership, Denver Metro Retail Partnership, Metro Denver Early Childhood Partnership, Denver Metro Construction Partnership and the Metro Manufacturing Partnership. Further evidence of DEDO's success delivering a funded H-1B grant is attached. **2) Experience developing education/training programs.** TEC-P 2.0 partners have had significant success enrolling participants, helping them secure employment and wage increases in middle- to high-skilled H-1B jobs. Of the 12 training partners, nine were partners in TEC-P, which enrolled 633 participants in training programs. Of those, 542 (85.6%) completed a program and 329 received a degree or credential. Approximately 70% of unemployed participants obtained employment, with an average wage of \$78,547. Additional partners in TEC-P 2.0 also have a history of successful enrollment and employment outcomes. The Community College of Denver (CCD) has been delivering training and education programs since 1967. The Center for Workforce Initiatives in CCD helps connect employers, workers, students and partners to innovative programming toward career advancement for working adults (including lower-income). The college graduated 1,238 students, awarding 660 certificates. **3) Past Performance.** DEDO achieved exceptional outcomes with TEC-P. Ending in 2019, 482 job seekers received services and were placed in employment. 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. Past performance documentation is attached.

Lead Applicant Name: Denver Economic Development & Opportunity (DEDO) **Type:** Public Workforce Development Entity. **Location:** Denver, Colorado. **Employer Partners (Industry Sector – Information Technology [IT], Advanced Manufacturing [AM], Transportation [T]):** **IT** – Twilio, Silicon Mountain Technologies, C-Squared Computer Consulting, City of Arvada, Colorado Technology Association, Tech Talent Boulder, Tech Talent Denver **AM** – Boeing, Manufacturer’s Edge, Independent Electrical Contractors - Rocky Mountain, EMP-Electro-Mechanical Products, Ardent Mills, NOCO Manufacturing Sector Partnership, **T** - Apex Transportation, Aerospace and Aviation Sector Partnership (Transportation & AM, industry association). **Institutions of Higher Education/Training Partners (Industry Sector):** Front Range Community College (All), Community College of Aurora (All), Red Rocks Community College (All), Denver Office of Financial Empowerment (All), Community College of Denver (AM, IT), Emily Griffith Technical College (IT, AM) CrossPurpose (IT), Turing School of Software and Design (IT), General Assembly (IT), Arapahoe Community College (IT), Tectonic (IT), Twilio (IT), Office of Financial Empowerment (All). **Workforce Development Entities (Industry Sector):** DEDO – lead applicant: Denver Workforce Services (IT, AM), Adams County Workforce and Business Center (All), Arapahoe Douglas Works! (IT, AM), Workforce Boulder County (All), Larimer County Economic and Workforce Development (All), Jefferson County Business and Workforce Center (All), Employment Services of Weld County (All). **Optional Partners (Type, Industry):** Colorado Urban Workforce Alliance (Multi-regional workforce collaborative, all), Fort Collins Chamber of Commerce (Chamber of Commerce, all), PCs for People (501(c)3 non-profit providing computers and mobile internet for low-income individuals, all). **Geographic Scope:** Regional. Colorado counties: Adams, Arapahoe, Douglas, Boulder, Denver, Larimer, Jefferson, Clear Creek, Gilpin, Weld. **Qualified**

Opportunity Zone: Census tract 89.01 within Denver, Colorado (08001008901) **Total Funding Requested:** 7,383,999.17. **Total Leveraged Funds:** \$1,869,117.00 or 25.3%. **Project Title/Name:** Colorado Technology Employment in Colorado 2.0 (TEC-P 2.0). **Proposed Number of Participants to be Served:** 750. **Summary of Program Activities:** Expand existing sector partnerships in IT, AM and transportation (Aerospace/ Aviation); establish new transportation sector partnerships; establish or expand industry-driven career pathways in H-1B occupations; activate referral pipeline for program participants and employers; provide employment, training and supportive services for target populations. **Targeted Populations to be Served:** Unemployed and underemployed individuals, including workers ages 17–24, those impacted by the recent economic downturn and incumbent workers when positions can be backfilled with unemployed or underemployed individuals. **Targeted H-1B Industry Sectors:** Advanced Manufacturing, Transportation, IT and IT-related. **Targeted H-1B Occupations:** Targets result in or lead to H-1B occupations within priority occupational families (SOC): Comp. & Math. (15), Bus. & Fin. Ops. (13), Trans. & Materials (53), Management (11), Const. & Extraction (47), Healthcare & Tech (29), Life, Phy. & Soc. Sci. (19), Arch. & Engineering (17), Production (51). **Credential(s) to be Awarded:** Illustrative sample: Security IT Associate, CompTIA Security+, HUNT Analyst, Java, PMP/CAPM IT Project Manager, Cisco Certified Network Associate, Scrum Master, AutoCAD, AWS SENSE; Apprenticeships such as: Mold Maker, Electronics Technician, Water Quality Management, Software Developer. **New or Existing Training Program:** The project includes both an *existing* and *new* program. **Public Contact Information:** Name, Title: Tony Anderson, Workforce Services Director, Denver Economic Development and Opportunity Address: 101 W Colfax, Denver, CO 80202. Phone: 303-517-8556 Email: tony.anderson@denvergov.org

Attachment 2: Organizational Chart



Description of Partner Relationships

DEDO, an eligible workforce development entity, is the lead applicant and provides administrative and fiscal oversight for all partners. DEDO contracts with CUWA to serve as a third-party facilitator, who brings the partners together to ensure consistent and coordinated delivery of the program. CUWA facilitates monthly meetings, ongoing reporting and feedback processes, and provides programmatic and administrative oversight.

Local area partners are engaged through a contract and scope of work specified for the grant program. A TEC-P 2.0 advisory group is established via an MOU, with each local area dedicating one point of contact (“Grant Supervisor” or equivalent) responsible for delivering grant activities. The MOU outlines roles and responsibilities for all partners. This includes establishing working groups for:

- Marketing and website development, such as program branding and developing marketing plans
- Outreach strategies to develop recruitment strategies for participants and employers
- Education/training work group

Marketing and outreach will play a critical role in the recruitment of unemployed/underemployed, youth and our priority populations. In partnership with each one-stop network local area partners will develop and implement marketing and outreach plans that will allow Colorado to meet all program requirements.

As a local workforce area and workforce development entity, DEDO also performs the same functions as the local workforce area partners for program delivery. This includes activities such as serving or contracting services for TEC-P 2.0 program participants, convening sector partnerships, facilitating the development of career pathways, partnering with local employers for work-based learning and employment opportunities.

TEC-P 2.0 will partner directly with the local area Community Colleges and have received signed commitments from the Community College of Aurora, Community College of Denver, Front Range Community College, Arapahoe Community College and Red Rocks Community Colleges. Each of these institutions will serve as both a referral and training partner. Local areas already have established relationships with these Community Colleges through their presence on the Eligible Provider Training List and through a long-history of training our WIOA customers. The Colorado Community College system has shown the ability to be responsive to the needs of employers and played a key role as a training provider in the previous TEC-P grant.

Partner Staffing Plan

Workforce development entities

Each local workforce area partner, including the lead agency, employs or contracts the following positions for dedicated delivery of TEC-P 2.0.

- *Business Services Coordinator* or equivalent. Provides business outreach and project management, including marketing, promoting and adapting work-based learning processes for TEC-P 2.0. Organizes events and facilitates sector partnerships. Minimum qualifications include a Bachelor’s degree in Human Behavior Science or Business fields and/or one year of work experience developing business networks or B2B sales.

- *Career Specialist* or equivalent. Completes initial and ongoing assessments for TEC-P 2.0 program participants, including strengths, challenges, skills and goals. Conducts case management and facilitates individualized plans and supports for program participants. Minimum qualifications include a Bachelor's degree in Human Behavioral Science fields and/or one year of related work experience.
- *Grant Supervisor* or equivalent, who will represent the local area on the Project Advisory team. Administers personnel matters related to performance, hiring, work flows, and staff training. Conducts operational/performance assessments and provides strategic leadership for grant programs. Minimum qualifications include a Bachelor's degree in the Human Behavioral Science field and a minimum of three years Human Services related work experience, including at least one year of grant management and one year in a leadership role.

Employer partners

Each employer partner will identify a single point of contact for TEC-P 2.0 grant activities. The TEC-P 2.0 point of contact is responsible for coordinating with the local workforce area on grant activities. This includes participating in sector partnerships, contributing to career pathways development, validating credentials when appropriate, and reviewing and validating labor market data. The point of contact conducts or facilitates on behalf of the company any mentorship, OJT, work-based learning opportunities for program participants, including employment at the conclusion of training or education programs. Furthermore, employer partners agree to hire qualified participants of the TEC-P 2.0 program and to participate in all evaluation activities as required as a condition of grant funding, as applicable.

Higher education partners

Training and education partners support the delivery of TEC-P 2.0 by participating in sector partnerships to design education/training opportunities that align with career pathways. The partner provides a subject matter expert for the relevant career pathway to partner with industry leaders in designing curriculum and programming. Staff also serve as an important part of the recruitment pipeline to enroll program participants, including unemployed and underemployment individuals, and providing access to wraparound supportive services if needed. Referral systems are in place between the career counselors/enrollment staff at each partner organization, who conduct outreach and refer potential participants to the local workforce areas.

In addition to the Community College system, TEC-P 2.0 will engage other local industry recognized training providers including CrossPurpose, Emily Technical College, Turing School of Software and Design, General Assembly. Lastly TEC-P 2.0 will re-engage with nationally Registered Apprenticeship programs such as Twilio and Techtonic for additional training and employment pathways. All of these training providers will assist in the referral and training of eligible customers through a designated eligibility and pre-screening process.

Other partners

Other partners that will be critical to the success of TEC-P 2.0 will include our Sector Partnerships and Industry Associations including the Colorado Technology Association, the Northern Colorado Manufacturing Sector Partnership, Tech Talent Denver, Tech Talent Boulder, Manufacturer's Edge and the Fort Collins Area Chamber of Commerce. These partners will

contribute to the recruitment pipeline for TEC-P 2.0. This will include using current staff to inform local employers about training opportunities, coordinating employer input on training or curriculum, and supporting work-based learning opportunities. Additionally, these groups will serve an advisory role to contribute to career pathways development, validating credentials when appropriate, and reviewing and validating labor market data.

Strategic Partnership Management

Key positions that demonstrate DEDO's ability to manage a strategic partnership are described below.

Director – Workforce Services, DEDO. Tony Anderson. Tony has been the Director for two years, with approximately 11 years of experience within the workforce development system. He holds a Bachelor's Degree in Business Economics and is responsible for overall grant performance, providing supervision to the TEC-P 2.0 Project Manager, contractors and consultants.

Consultant. Liz Ojeda. Liz holds an MBA and has over 13 years of experience leading workforce programs under DEDO, including federal project oversight, workforce center operations, and grant management coordination. Liz administered TEC-P, a \$6.18 million U.S. Department of Labor H1B Ready to Work grant. She will provide technical assistance to DEDO and partners for the TEC-P 2.0 program implementation.

CUWA Director/Facilitator. Judith Emery. Judy has been the Director of CUWA for 6 years, a multi-regional collaborative that convenes 9 workforce Directors/Regions on cross regional workforce efforts and industry focused initiatives. Prior to this work, she successfully convened the Greater Metro Denver Healthcare Sector Partnership for 4 years as the Project Manager, a multi-regional sector initiative serving 7 of the largest hospital systems in the Denver Metro Area. She holds a Master's Degree in Education and has over 20 years of experience working on various federal, state and local initiatives within Colorado's Workforce System. Judy will be responsible for facilitating convening meetings, oversee the TEC-P 2.0 advisory group and provide programmatic and administrative oversight to ensure consistent and collaborative delivery of grant activities.

TEC-P 2.0 Project Manager. To be hired. The project manager will oversee all aspects of the program and will manage the contract service providers, coordinate with CUWA director/facilitator on sector development and expansion, career pathway development convenings, develop and manage project plans to achieve deliverables for program activities, identify project barriers/constraints/risks and provide recommendations to mitigate, operate project communication plans, facilitating improvement efforts, and managing key TEC-P 2.0 workplan and outcomes including quarterly reporting. Bachelor's degree required (Master's preferred), minimum of 3 years of grant management or related experience.

TEC-P 2.0 Project Administrator. To be hired. The project administrator will support the project manager in overseeing all grant specifications are met, serving as the primary contact for local workforce areas, supporting and facilitating implementation across all grant partners. This role

coordinates marketing efforts for employers and participants, including outreach approach and materials. They provide administrative support for project advisory meetings, facilitate career pathway development convenings and sub-committee meetings, and operationalize all processes and procedures across partners. Minimum qualifications include a Bachelor's Degree in relevant field and 2 years of prior grant administration experience.

Quality Assurance Manager. Todd Nielsen. Todd has 20 years of workforce development experience, including 5 years of data analysis experience. He will be responsible for assisting with the data requirements of the grant program, including ensuring Connecting Colorado is properly tracking enrollments and services provided to participants. Todd is the co-chair of WIDE and also conducts monitoring coordination for federal and local workforce programs. This will include monitoring of TEC-P 2.0.

Fiscal Manager. Laddie Somorin. Laddie is a seasoned finance executive with over 20 years of experience in manufacturing and internal controls. This includes operations finance, financial planning and analysis, grants management, including Community Development Block Grant program, emergency financial planning, financial reporting systems, and both financial strategy and long term budgetary oversight. Laddie holds an MBA in Finance and a Bachelor's Degree in Accounting and will be responsible for financial oversight and reporting for TEC-P 2.0.

Fiscal Administrator. Fanta Harkiso. Fanta holds a Bachelor's and Master's degree in Accounting and has 7 years of experience in grant accounting with the City and County of Denver. This includes applying rules, regulation and accounting principles to efficiently manage federal, state, local and private grants. Fanta has experience preparing ETA 9130 reports for the U.S. Department of Labor, expenditure report/drawdown to federal, state and other private grantors. Fanta will conduct the fiscal administration and reporting requirements for TEC-P 2.0.

Contracts Manager. Lisa Valdez. Lisa has 25 years of workforce experience working within federal, state and locally funded programs, including 4 years of contracts management experience developing requests for information or proposals, vendor agreements, inter-governmental agreements, and revenue agreements. Lisa will be responsible for overseeing and administering contracts for TEC-P 2.0.

Auditor. Dan Fechter Strong accounting professional with a Master's Degree focused in Accounting from Colorado State University. 5 years of experience conducting performance, financial, compliance, and contract audits and evaluations of city organizations and programs. Designs audit procedural plans, which includes developing overall purpose, timeline, and criteria standards, defining scope of work and objectives, and determining fieldwork activities. Prepares and presents final audit reports to stakeholders and client organizations. Researches best practices, performance benchmarks, industry trends, applicable laws, policies, procedures. Applies audit procedures, methodologies, and generally accepted auditing standards in examining records and documents, evaluating operational efficiencies, effectiveness, and internal controls to ensure transactions are properly recorded and in compliance of policies and procedures.

Attachment 6: Project Work Plan Table

GOAL #1	<i>Establish program infrastructure and staffing for grant administration</i>		
Activity: Planning period, launch activities	Hire Project Manager and Project Administrator Train staff Complete all partnership contracts Develop marketing and outreach plan Develop local policy, processes and procedures Develop data reporting processes and system of record modification	Lead/Support Implementer(s).	<i>Lead: DEDO Support: Local Area Partners, CUWA, contractors</i>
Deliverable(s): Contracts signed, staff hired, trained and program launch	Project manager and program staff hired, on-boarded, and in place Partnership contracts executed Marketing and outreach plan in place Operations manual in place Connecting Colorado program and data sharing system in place Contractor procurement completed		
Milestones	Timeframe	Deliverable Dates	
New staff start dates	Q1	Start:	<i>Start date of grant</i>
Staff trainings	Q1	End:	Q2
Signed contracts	Q2	Annual Costs	
Completed marketing and outreach plan	Q2	Year 1	\$ 201,136.02
Local policy and procedures complete and approved via operations manual	Q2	Year 2	\$
Connecting Colorado modifications complete	Q1	Year 3	\$
		Year 4	\$
		TOTAL	\$ 201,136.02
GOAL #2	<i>Existing or newly created Sector Partnerships support and provide input on program design</i>		

	<i>and delivery</i>		
Activity: Sector partnership (SP) planning and activities	<i>Engage existing Sector Partnerships and create sub-committees Convene newly identified Sector Partnerships in targeted sectors (e.g. transportation) Collaborate with industry-recognized education/training providers on program design and establishing career pathways</i>	Lead/Support Implementer(s).	<i>Lead: DEDO Support: CUWA, Local Area Partners and Sector Partnerships, including business and education/training partners</i>
Deliverable(s): Establish structure for SP support	<i>Implementation plans established for sector partnerships based on outcome metrics and required grant activities Quarterly reviews and updates on training and employment activities Quarterly collaborative meetings with sector leaders</i>		
Milestones	Timeframe	Deliverable Dates	
Sector Partnership convening meetings scheduled	Q2	Start:	Start date of grant
Identified SP role, commitments and structure to support defined activities (e.g. implementation plan)	Q3	End:	End of grant
Engage SP in training and employment activities	Q3-End (quarterly reviews and updates)	Annual Costs	
Collaborative meetings with sector leaders on required grant activities	Q3-End (quarterly)	Year 1	\$ 67,045.34
		Year 2	\$ 68,183.39
		Year 3	\$ 68,553.62
		Year 4	\$ 66,457.45
		TOTAL	\$ 270,239.80
GOAL #3	<i>Referral pipeline for program participants and employer partners</i>		
Activity: Outreach and pipeline development	<i>Identify and activate referral pipeline through community organizations, education/training providers, local workforce area partners, business partners</i>	Lead/Support Implementer(s).	<i>Lead: DEDO Support: CUWA, Local Area Partners, education/training providers, business partners</i>
Deliverable(s): Outreach plan	<i>Participant outreach plan, including how partners will build or contribute to the enrollment</i>		

	<p><i>pipeline</i></p> <p><i>Establish eligibility and screening requirements</i></p> <p><i>Develop marketing materials and program branding</i></p> <p><i>Established referral systems and processes</i></p> <p><i>Identify new and expanding businesses in targeted sectors</i></p> <p><i>Economic partner outreach plan, including chambers of commerce, economic development agencies, and trade organizations</i></p>		
Milestones	Timeframe	Deliverable Dates	
Outreach plan established for local workforce areas, detailing who and how they will engage their job seekers and employer community to support program activities	Q2	Start:	Start date of grant
Local workforce area partner network convening to develop specific processes for referral and enrollment to program services, including data systems and employer community partners	Q2	End:	End date of grant
Referrals resulting in active enrollments into the program, including referrals tracked in Connecting Colorado	Q3-End - Ongoing. Referrals will happen on an ongoing basis based on their volume of program eligible customers	Annual Costs	
TEC-P 2.0 website in place, print and online marketing materials developed	Q3	Year 1	\$ 67,045.34
		Year 2	\$ 68,183.39
		Year 3	\$ 68,553.62
		Year 4	\$ 66,457.45
		TOTAL	\$ 270,239.80

GOAL #4	<i>Active program enrollment into education, training and employment activities</i>		
Activity: Training, education and job placement for participants	<i>Targeted participants are enrolled and provided case management, supportive</i>	Lead/Support Implementer(s).	<i>Lead: DEDO Support: Local Area</i>

	<i>services, and employment and training opportunities pursuant to the performance outcomes.</i>		<i>Partners/Education and Training Providers/Employer Partners/Community referral partners</i>
<i>Deliverable(s): Participants are enrolled, trained and enter employment in HIB industries and occupations</i>	<i>Quarterly updates on program activities and outputs/outcomes</i>		
<i>Milestones</i>	<i>Timeframe</i>	<i>Deliverable Dates</i>	
Participants enrolled	Q3-End. Ongoing with quarterly updates	<i>Start:</i>	Q3
Employment plans developed	Q3-End. Ongoing with quarterly updates	<i>End:</i>	End date of grant
Training activities occurring	Q3-End. Ongoing with quarterly updates	<i>Annual Costs</i>	
Training completions	Q3-End. Ongoing with quarterly updates	<i>Year 1</i>	<i>\$ 1,126,978.28</i>
Employment	Q3-End. Ongoing with quarterly updates	<i>Year 2</i>	<i>\$ 1,385,827.49</i>
Co-enrollment, including braided and blended	Q3-End. Ongoing with quarterly updates	<i>Year 3</i>	<i>\$ 1,393,352.37</i>
		<i>Year 4</i>	<i>\$ 1,350,747.84</i>
		<i>TOTAL</i>	<i>\$ 5,256,905.98</i>

<i>GOAL #5</i>	<i>Program compliance through implementation of strategic, data-driven performance monitoring</i>		
<i>Activity: Data monitoring, compliance and reporting</i>	<i>Data tracking and ongoing performance reporting</i>	<i>Lead/Support Implementer(s).</i>	<i>Lead: DEDO Support: CUWA, WIDE group</i>
<i>Deliverable(s): Quarterly performance measure reports, final report</i>	<i>Submission of DOL quarterly performance and final project report Monthly performance updates with local area directors facilitate by CUWA Monthly performance updates with local area program staff (advisory group) facilitated by DEDO Monthly performance updates with statewide data experts (WIDE group), including alignment to Connecting Colorado data systems</i>		
<i>Milestones</i>	<i>Timeframe</i>	<i>Deliverable Dates</i>	
Monthly performance reports from DEDO and WIDE	Q2-End. Ongoing monthly	<i>Start:</i>	Start date of grant
Quarterly DOL performance measure	Q2-End. Ongoing quarterly	<i>End:</i>	End date of grant

reports from DEDO and local areas			
Monthly assessment of performance and mitigation of issues	Q2-End. Ongoing monthly	Annual Costs	
Quarterly analysis of all data gathered across the project	Q2-End. Ongoing quarterly	Year 1	\$ 162,467.22
Annual participation in all DOL and DEDO evaluation activities	Q4-End. Ongoing annually	Year 2	\$ 182,390.57
		Year 3	\$ 183,380.94
		Year 4	\$ 177,773.70
		TOTAL	\$ 706,012.43

Attachment 3: Performance Outcomes Table

A. H-1B PERFORMANCE OUTCOME MEASURES		
	Performance Outcomes Targets	Performance Outcomes Targets
1	Total participants served	750
2	Total participants enrolled in education/training activities	662
3	Total participants who complete education/training activities	629
4	Total participants who complete education/training activities and receive a degree, or other type of credential	450
5	Total number of unemployed and underemployed participants who complete education/training activities and obtain employment	472
6	Total number of incumbent worker participants who complete training activities and that advance into a new position	50
B. WIOA Primary Indicators of Performance		
	Measure	Rate (Total 4-year period)
	Employment Rate – 2nd Quarter After Exit	79.6%
	Employment Rate – 4th Quarter After Exit	72.6%

Attachment 4: 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 3/31/2019			
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%)
<i>Total Participants Served</i>	593	674	674/593 = 114%
<i>Incumbent Worker</i>	55	59	59/55 = 107%
<i>Total Participants enrolled in Education/Training activities</i>	508	633	633/508 = 125%
<i>Total Participants completing education/training activities</i>	508	542	542/508=107%
<i>Total Participants completing education/training activities and receive a degree or other credential</i>	338	329	329/339 = 97%
<i>Total Number of unemployed participants who obtain employment</i>	458	440	440/458 = 96%
<i>Total number of incumbent worker participants who advance into a new position</i>	47	22	22/47 = 47%
<i>Average wage that participants will earn at</i>	\$63,280	\$78,547.00	\$78,547/\$63,280=124%

<i>placement</i>			
<i>*Total participants who enrolled in intensive services only</i>	30	66	66/30 = 220%
<i>Total participants who completed intensive services only and obtained employment</i>	26	66	66/26 = 254%
<i>*Not Required for Reporting: Median wages Q4 after exit</i>	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.