

U.S. DEPARTMENT OF LABOR
Employment and Training Administration

**NOTICE OF AVAILABILITY OF FUNDS AND FUNDING OPPORTUNITY
ANNOUNCEMENT FOR:** Next Level Now Technical Assistance Collaborative

ANNOUNCEMENT TYPE: Initial

FUNDING OPPORTUNITYANNOUNCEMENT (FOA): FOA-ETA-25-35

ASSISTANCE LISTING NUMBER: 17.281 (WIOA) and 17.207 (Wagner-Peyser)

KEY DATES: *The closing date for receipt of applications under this Announcement is February 4, 2025. We must receive applications no later than 11:59 p.m. Eastern Time.*

Submit all applications in response to this solicitation through <https://www.grants.gov>. For complete application and submission information, including online application instructions, please refer to Section IV.

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EXECUTIVE SUMMARY

The Employment and Training Administration (ETA), U.S. Department of Labor (DOL, the Department, or we), announces the availability of approximately \$1.5 million to fund the Next Level Now (NLN) Technical Assistance Collaborative (TA Collaborative) in its first year of operation. Through a cooperative agreement¹ with DOL, the TA Collaborative will provide strategic, short- and long-term technical assistance (TA) to help public workforce system entities at the state and local levels improve service quality and outcomes for job seekers and employers who use the public workforce system. For the purposes of this Funding Opportunity Announcement (FOA), the public workforce system is considered as primarily Workforce Innovation and Opportunity Act (WIOA) Title I and Wagner-Peyser Act Employment Service grantees and required partners of the one stop delivery system. TA may be provided to a broader range of workforce system partners to improve WIOA Title I and Wagner-Peyser Act service delivery.²

The TA Collaborative will operate over a 4-year (48-month) period of performance from an anticipated start date of March 2025. Under this FOA, ETA expects to award one or more cooperative agreements, and applicants may apply for no more than \$1,500,000, which will cover their project's first year of operation. ETA anticipates each awardee will also receive annual increments of approximately \$1 million in the subsequent three years of the period of performance, for an approximate total of \$4.5 million. The award of all increments will be contingent upon receipt of a complete incremental funding application package, federal funds availability, satisfactory progress of the project to date, and adequate stewardship of federal funds. Note that the term "TA Collaborative" does not refer to a physical location or center.

The goals of this funding opportunity are to support the modernization of the workforce system to: 1) improve the quality of employment and training services provided through WIOA Title I and the Wagner-Peyser Act to the nation's job seekers and employers; 2) increase the workforce system's efficacy, performance, and efficiency by helping grantees comply with federal requirements in managing federally-funded training and employment programs; and 3) achieve

¹ The Next Level Now (NLN) Technical Assistance Collaborative (TA Collaborative) is a consortium of partners, led by ETA's NLN Steering Committee, that delivers TA to the public workforce system.

² Section 121(b)(1)(B) of WIOA identifies the entities that are required partners in the local one-stop delivery systems. The required partners are the entities responsible for administering the following programs and activities in the local area: (1) Programs authorized under Title I of WIOA, including: Adults; Dislocated Workers; Youth; Job Corps; YouthBuild; Native American programs; and Migrant and Seasonal farmworker programs; (2) The Wagner-Peyser Act Employment Service program; (3) The Adult Education and Family Literacy Act (AEFLA) program; (4) The Vocational Rehabilitation (VR) program; (5) The Senior Community Service Employment Program; (6) Career and technical education programs at the postsecondary level; (7) Trade Adjustment Assistance activities; (8) Jobs for Veterans State Grants programs; (9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 *et seq.*); (10) Employment and training activities carried out by the Department of Housing and Urban Development; (11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law); and (13) Temporary Assistance for Needy Families (TANF).

equity in service delivery and outcomes for historically underserved populations, including people of color, [opportunity youth](#),³ and individuals with disabilities.

The TA Collaborative will plan and deliver a comprehensive approach to TA in response to the needs identified by the WIOA Title I and Wagner-Peyser Act grantees. In addition, the TA Collaborative, in coordination with DOL, will improve services by responding in real time to emergent technical assistance needs of state and local workforce development boards and state workforce agencies. The TA Collaborative will also facilitate peer learning and information sharing, provide access to subject matter expertise intended to increase the workforce system's efficacy and performance, and advise on how to apply evidence-based practices to improve system effectiveness.

Eligible applicants must be organizations that possess the internal capacity, external relationships, and expertise in workforce development that will enable them to deliver TA services on a national, system-wide scale to the public workforce system. The following entities are eligible to apply:

- non-profit organizations;
- educational institutions, including research institutions that provide technical assistance;
- labor organizations or trade unions;
- state governments; or
- for-profit technical assistance providers, private institutes, or independent policy research organizations.

A successful applicant must demonstrate the capacity and established partnerships to operate the TA Collaborative, which must provide a broad range of TA and subject matter expertise in key topics that DOL and the TA Collaborative identify as priorities, both within this FOA and based on assessed needs of the public workforce system during the period of performance.

To support the modernization of the public workforce system, specific evidence-based technical assistance topics should include: 1) Workforce system innovations, such as virtual and hybrid service delivery, and use of Artificial Intelligence; 2) WIOA Governance; 3) Fiscal and Administrative Management such as, but not limited to, cost allocation principles, financial reporting, internal controls, subaward administration, and cash management; 4) Sector Partnerships and Employer Engagement Strategies; and 5) Performance Management, including the focus on ensuring equitable services and outcomes for historically underserved populations, including people of color, opportunity youth, and individuals with disabilities.

If DOL awards multiple cooperative agreements from this FOA, DOL expects all grantees to work together as a singular TA Collaborative to improve services of one-stop partner programs,

³ Opportunity youth are young people who are between the ages of 16 to 24 years old and are disconnected from school and work. www.youth.gov

leveraging expertise and sharing TA products across the TA Collaborative for the maximum benefit of the workforce system customers.

I. FUNDING OPPORTUNITY DESCRIPTION

A. PROGRAM PURPOSE

This Announcement solicits applications to operate the Next Level Now (NLN) Technical Assistance (TA) Collaborative, funded by Dislocated Worker Technical Assistance and Training funds and by Wagner-Peyser Act Employment Service Technical Assistance and Training funds. The Department is funding this effort with a combination from both sources because the TA Collaborative will reflect a comprehensive approach to improving services for job seekers and employers in the public workforce system, which provides integrated services under WIOA and the Wagner-Peyser Act. In close coordination with DOL's Employment and Training Administration (ETA)'s Office of Workforce Investment and ETA's Regional Offices, the TA Collaborative will provide a comprehensive program of technical assistance and training support for the public workforce system to promote the continuous improvement of services and outcomes provided to job seekers and employers.

The public workforce system is funded, in part, through formula grants administered by ETA to states and state agencies authorized by the Workforce Innovation and Opportunity Act (WIOA), and the Wagner-Peyser Act of 1933, as amended. The system is designed to both help job seekers access employment, education, training, and support services to succeed in the labor market and match employers with skilled workers. A major component of WIOA is the strategic coordination of the WIOA core programs working in partnership to achieve these aims. The WIOA core programs are the DOL-administered Adult, Dislocated Worker, and Youth programs in WIOA Title I; the Wagner-Peyser Act Employment Service program (authorized by the Wagner Peyser Act as amended by WIOA Title III); and the Department of Education-administered Adult Education and Family Literacy (WIOA Title II) and Vocational Rehabilitation (authorized by the Rehabilitation Act of 1973 as amended by WIOA Title IV) programs.

The TA Collaborative will coordinate with ETA through the NLN Steering Committee, which is comprised of national and regional office representatives, to plan and deliver a comprehensive approach to technical assistance, with the goal of assisting the public workforce system—considered here as primarily WIOA Title I and Wager-Peyser Act Employment Service grantees and required partners of the one stop delivery system—to provide quality services to the nation's job seekers and employers. To further the goal of improving public services, the TA Collaborative will also assist grantees in complying with federal requirements.

The purpose of the NLN TA Collaborative is to provide effective, efficient delivery of TA services, with the desired result of establishing a comprehensive and coordinated approach to improving services and outcomes of the public workforce system. This TA Collaborative is not a physical center, but rather a hub or focal point for collaboration. Jointly led by ETA's Steering Committee and the selected applicant(s), this approach will include assessing TA needs; developing and delivering TA events and materials to share information on evidence-based

practices; developing TA tools and resources; and providing subject matter expertise throughout the public workforce system. To produce strong evidence on the effectiveness of the TA delivered, the Department will require the TA Collaborative to assess the effectiveness of the TA provided on an on-going basis.

The TA Collaborative will leverage the use of DOL's TA resources, including its technical assistance web platform www.WorkforceGPS.org, to ensure that the technical assistance materials developed or adapted pursuant to this cooperative agreement are broadly disseminated and easily accessible to public workforce system stakeholders. All award recipient(s) must ensure that all TA deliverables and resources developed, as well as existing materials shared or adapted, under their cooperative agreement(s) are made available on the online Community of Practice on WorkforceGPS: <https://nextlevelnow.workforcegps.org/>. If DOL awards multiple cooperative agreements from this FOA, all grantees must coordinate, leveraging expertise and sharing TA products across organizations, for the maximum benefit of the workforce system customers.

Successful applicant(s) must demonstrate the capacity to provide a broad range of TA and subject matter expertise in key topics that DOL and the TA Collaborative identify as priorities, both within this FOA as well as based on assessed needs of the public workforce system throughout the course of the period of performance. At a minimum, such topics include responding to the evolving needs of the economy, responding to the need to modernize service delivery, as well as addressing ongoing implementation and program management issues among public workforce system grantees and partners. With the passage of the Bipartisan Infrastructure Law, Inflation Reduction Act, and Chips and Science Act, there is increased demand for skilled workers and opportunities for the workforce system to connect job seekers with quality jobs. DOL wants to ensure that all job seeker populations will be prepared for the new jobs created. Thus, the TA Collaborative will also assist the public workforce system to advance equity and improve job quality to better serve historically underserved groups, including people of color, opportunity youth, and individuals with disabilities.

Applicants must demonstrate how they will provide technical assistance on promising and evidence-based practices to increase the workforce system's efficacy, performance, and efficiency in the following areas: 1) Workforce system innovations, such as virtual and hybrid service delivery, and use of Artificial Intelligence; 2) WIOA Governance; 3) Fiscal and Administrative Management such as, but not limited to, cost allocation principles, financial reporting, internal controls, subaward administration, and cash management; 4) Sector Partnerships and Employer Engagement Strategies; and 5) Performance Management, including the focus on ensuring equitable services and outcomes for historically underserved populations, including people of color, opportunity youth, and individuals with disabilities. These foci may evolve during the subsequent years of the cooperative agreement based on the overall workforce environment and the areas of greatest TA need.

DOL expects delivery of relevant, high quality technical assistance to the public workforce system, and demonstration of those results via measurable or tangible improvements (i.e., increased adoption of a specific evidence-based practice, process efficiency; and improved performance outcomes). Applicants need to ensure that their approach for assessing and

addressing TA needs reflects proven or evidence-based activities that will deliver sustainable results for those receiving the technical assistance. The TA Collaborative must develop and implement methods to measure, in real time and on an ongoing basis, and with active contribution from DOL, the effectiveness of TA to the extent practicable. Such methods should allow the TA Collaborative and DOL to observe whether technical assistance is making an impact, in a timeframe that allows for adjustments in TA delivery. For instance, methods could maximize use of administrative data or actions that DOL can easily observe. Therefore, applicants' technical assistance approaches must include methods for measuring and assessing behavioral changes resulting from the technical assistance.

The TA Collaborative must develop annual work plans, including the proposed TA activities, that will be updated on a quarterly basis. The NLN Steering Committee will conduct an ongoing review of the TA activities throughout the period of performance and expect summary reports on TA that is provided on a quarterly basis. The TA Collaborative must also submit an interim and final report analyzing the effectiveness of the TA provided to the workforce system. Applicants must plan for time at the end of the grant to close out TA activities with grantees, finalize TA materials and resources for public dissemination, and submit a final Effectiveness of TA Evaluation Report for the ongoing sustainability of the NLN TA Collaborative. (Note that this is different from the evaluation described under the Special Program Requirements.)

1. GEOGRAPHIC SCOPE

The TA Collaborative will focus on providing technical assistance on a national scale. The TA Collaborative will primarily engage the workforce system and its partners through a virtual platform/online presence.

Applicants must develop comprehensive strategies that will provide technical assistance across the public workforce system (i.e. capacity to reach and service multiple geographic locations).

2. PROGRAM GOALS AND ALLOWABLE ACTIVITIES

- a. Goals.** The goals of this technical assistance cooperative agreement are to support the modernization of the workforce system to 1) improve the quality of employment and training services provided through WIOA Title I and the Wagner-Peyser Act to the nation's job seekers and employers; 2) increase the workforce system's efficacy, performance, and efficiency by helping grantees comply with federal requirements in managing federally-funded training and employment programs; and 3) achieve equity in service delivery and outcomes for people of color and historically underserved populations, including opportunity youth and individuals with disabilities.
- b. General Technical Assistance (TA) Activities.** The TA Collaborative funded under this cooperative agreement must develop a comprehensive, system-wide TA plan, featuring strategies intended to increase the workforce system's efficacy, performance, and efficiency. The TA plan will be developed in consultation with the NLN Steering Committee and submitted as an annual document that is updated on a quarterly basis for each calendar year. At a minimum, the TA Collaborative must do the following:

- Provide technical assistance to individual WIOA Title I and Wagner-Peyser Act Employment Service grantees and subgrantees experiencing an acute challenge, identifying such grantees' needs in consultation with ETA.
- Provide customized TA for specific states and local workforce development areas, utilizing methods and proven subject matter expertise to address and resolve their greatest needs.
- Establish and facilitate peer-to-peer and small group learning opportunities between entities of similar size, geographic characteristics, and governance structure to exchange promising practices or identify solutions that resolve similar challenges and improve the service delivery of these entities.
- Deploy subject matter expertise and deliver TA in the following areas identified by ETA as a priority 1) Workforce system innovations, such as virtual and hybrid service delivery, and use of Artificial Intelligence; 2) WIOA Governance; 3) Fiscal and Administrative Management such as, but not limited to cost allocation principles, financial reporting, internal controls, subaward administration, and cash management; 4) Sector Partnerships and Employer Engagement Strategies; and 5) Performance Management, including the focus on ensuring equitable services and outcomes for historically underserved populations, including people of color, opportunity youth, and individuals with disabilities.
- Build public workforce system's capacity to conduct participant and employer outreach, implement training and employment programs, and build and strengthen partnerships.
- Identify additional topic areas, based on an assessment of needs, to deploy subject matter experts and deliver TA.
- Develop TA resources and materials on best practices, grantee profiles, QuickSheets, or toolkits detailing how grantees can implement evidence-based practices and disseminate these resources to assist and improve the public workforce system.
- Coordinate with ETA to leverage, align, and build on existing TA efforts already in place to maximize the use of resources and minimize the duplication of efforts.
- Ensure, at ETA's direction, engagement with ETA-, DOL-, and other relevant federally funded TA providers, , including all TA Collaboratives, if ETA awards more than one cooperative agreement to serve the public workforce system.
- Use ETA's platforms to engage an online community that supports key stakeholders and customers, which will be used to sustain the activities of the NLN TA Collaborative.

B. PROGRAM AUTHORITY

The Dislocated Worker Technical Assistance and Training funds, as authorized under the Further Consolidated Appropriations Act, 2024, P.L. 118-47, Div. D, Title I, Training and Employment Services section (2)(A) and the Employment Service Technical Assistance and Training funds, as available in the Further Consolidated Appropriations Act, 2024, Div. D, Title I in the State Unemployment Insurance and Employment Service Operations section (4), authorize this program.

II. AWARD INFORMATION

A. AWARD TYPE AND AMOUNT

Under this FOA, the Employment and Training Administration (ETA) expects to award one or more cooperative agreements, and applicants may apply for no more than \$1.5 million, which will cover their project's first year of operation. ETA anticipates each awardee will also receive annual increments of approximately \$1 million in the subsequent three years of the period of performance, for an approximate total of \$4.5 million. The award of all increments will be contingent upon receipt of a complete incremental funding application package, federal funds availability, satisfactory progress of the project to date, and adequate stewardship of federal funds.

Please see Section IV for instructions on the submission of budgets and plans for both the initial award and the collective four-year period of performance.

ETA will make funding available for the TA Collaborative through a cooperative agreement(s). The primary purpose of the agreement is to assist the TA Collaborative in developing TA to improve the services that the public workforce system offers to the nation's job seekers and employers, and DOL expects to be substantially involved in the oversight, development, and implementation of TA under the agreement. Through the NLN Steering Committee, ETA will provide input and approval to the TA Collaborative on proposed strategies, products, and events.

ETA's involvement in the NLN Steering Committee may include the following activities:

- Direction on which WIOA Title I and Wagner-Peyser Act Employment Service grantees need targeted assistance.
- Monthly conference calls with the selected cooperative agreement recipient(s) throughout the period of performance to collaborate on TA strategies and plans.
- Prior approval of any related sub-contracts.
- Prior approval of all key personnel appointments and changes.
- Participating in site visits to project areas, as needed.
- Providing advice and consultation, in addition to requiring concurrence on matters of project development and management.
- Providing the selected grant recipient with technical and programmatic support, including guidance on ETA grant administration and monitoring systems.
- Providing oversight and approval of all content for print and online resources developed through project activities, including clearing topics for material production and final document production (e.g., fact sheets, outreach flyers, training materials, information about the project on the applicant's website, and similar materials).

- Reviewing summary reports on TA that is provided, which includes specific action items for both the TA Collaborative and the cooperative agreement recipient.
- Providing guidance on ETA’s standard procedures for managing cooperative agreements and reviewing documents pertaining to the award, such as, but not limited to, status and technical progress reports, performance metrics, and quarterly financial reports. ETA will provide the format for the technical progress reports.

B. PERIOD OF PERFORMANCE

The period of performance is forty-eight (48) months with an anticipated start date of March 2025. This performance period includes all necessary implementation and start-up activities. While the period of performance is 48 months, applicants may have a short period of time for start-up and planning activities; however, applicants should plan to deliver technical assistance within the first three months after the cooperative agreement is awarded.

III. ELIGIBILITY INFORMATION

A. ELIGIBLE APPLICANTS

Eligible applicants must be organizations that possess the internal capacity, external relationships, and expertise in workforce development that will enable them to deliver TA services on a national, system-wide scale to the public workforce system.

The following entities are eligible to apply:

- non-profit organizations;
- educational institutions, including research institutions that provide technical assistance;
- labor organizations or trade unions;
- state governments; or
- for-profit technical assistance providers, private institutes, or independent policy research organizations.

Among eligible applicants listed above, the applicant agency or organization must also have the expertise (particularly within the publicly funded workforce system), resources, and capacity (number of personnel, subject matter experts) to deliver comprehensive TA at a nationwide scale. DOL anticipates that most eligible entities will not singularly possess the expertise or capacity to operate the project unassisted and will need to engage partners. As such, the lead applicant’s implementation plan must include a description of the associated partners, if engaged, to supplement program activities to fully address and execute all of the required grant funded activities and deliverables.

Those applicants proposing partnerships must describe the roles and expected contributions of the partners and provide documentation of the roles and contributions through either

Memoranda of Understanding (MOU) or Letters of Commitment. Applicants must identify their institution type in Section 9 of the SF-424 Application for Federal Assistance.

Importantly, the Office of Management and Budget (OMB) has published revised guidance on administering and managing Federal awards in Title 2 of the Code of Federal Regulations (CFR). Formerly referred to as the Uniform Administrative Requirements, Cost Principles and Audit Requirements (“Uniform Guidance”), it is now the OMB Guidance for Federal Financial Assistance. *This guidance at 2 CFR 200, as well 2 CFR 2900 (DOL’s Supplement to 2 CFR 200) applies to any entity that carries out a federal award as a recipient or subrecipient, including for-profit organizations.* This includes the monitoring and the examination of their records. The latest revisions to 2 CFR 200 became effective October 1, 2024. Please refer to [TEGL 05-24 | U.S. Department of Labor \(dol.gov\)](#) for more information.

Under the cooperative agreement, award recipients become part of the Next Level Now TA Collaborative and participate in a partnership with DOL’s Next Level Now Steering Committee. The recipient must be the organization specified in Section 8 of the SF-424 Application Form. Additionally, the recipient must be: (1) DOL’s point of contact to receive and respond to all inquiries or communications under this FOA and any subsequent cooperative agreement; (2) the entity with authority to withdraw or draw down funds through the Department of Health and Human Services-Payment Management System (HHS-PMS); (3) the entity responsible for coordinating with DOL on all deliverables, including all technical and financial reports related to the project, regardless of which partnership member performed the work; (4) the entity that may request or agree to a revision of the cooperative agreement; (5) the entity with overall responsibility for carrying out the programmatic functions of the cooperative agreement, as well as for the stewardship of all expenditures under the cooperative agreement; (6) the entity responsible for coordinating with any evaluator, including participating in an ETA evaluation and other studies; and (7) the entity responsible for working with DOL to close out the cooperative agreement.

If DOL awards multiple cooperative agreements under this FOA, it expects that awardees will coordinate with DOL in a partnership. Awardees will work collaboratively to fulfill the requirements of the cooperative agreement without duplication of effort, services, or materials (e.g., coordinating which entity/organization would be responsible for specific activities, work packages, and work products). As a condition of award, the awardees must provide DOL, within 30 days, an agreement signed by all awardees establishing and describing the partnership.

As noted in the Executive Summary, the TA Collaborative is not a physical center; rather, it is one or more cooperative agreement recipients working collaboratively with associated partners to collaborate, plan, assess and deliver TA to the public workforce system.

B. COST SHARING OR MATCHING

This program does not require cost sharing or matching funds. Including such funds is not one of the application screening criteria; thus, applications that include any form of cost sharing or match will not receive additional consideration during the review process. Instead, the agency considers any resources contributed to the project beyond

the funds provided by the agency as leveraged resources. Section IV.B.2 provides more information on leveraged resources.

C. OTHER INFORMATION

1. Application Screening Criteria

You should use the checklist below as a guide when preparing your application package to ensure that it meets all of the screening criteria. Note that this checklist is only an aid for applicants and should not be included in the application package. We urge you to use this checklist to ensure that your application contains all required items. If your application does not meet all of the screening criteria, ETA will consider it non-responsive and exclude it from the merit review process.

Application Requirement	Instructions	Complete?
The deadline submission requirements are met.	Section IV.C	
Eligibility	Section III.A	
The components of the application are saved in any of the specified formats and are not corrupt. (<i>We will attempt to open the document but will not take any additional measures in the event of problems with opening.</i>)	Section IV.C.2	
SF-424, Application for Federal Assistance, with a federal funds request not exceeding the ceiling amount of \$1,500,000.	Sections II.A and IV.B.1	
Active SAM Registration	Section IV.B.1	
SF-424 includes a Unique Entity Identifier (UEI)	Section IV.B.1	
SF-424A, Budget Information Form	Section IV.B.2	
Budget Narrative	Section IV.B.2	
Project Narrative	Section IV.B.3	

2. Number of Applications Applicants May Submit

We will consider only one application from each organization. If we receive multiple applications from the same organization, we will consider only the most recently received application that met the deadline. If the most recent application is disqualified for any reason, we will not replace it with an earlier application.

3. Other Award Specifications

Allowable Use of Funds: Each recipient of a cooperative agreement may use awarded funding to

cover their organization’s reasonable, necessary, and allocable expenses required for the effective implementation of program requirements associated with establishing the TA Collaborative. Recipients may use funding to pay project staff to perform work associated with the program requirements of the cooperative agreement. Recipients may also use funds to conduct routine, internal program management activities.

Profit Earnings: Recipients, including for-profit entities, are prohibited from earning a profit resulting from the implementation of this award. As directed in 2 CFR 200.400(g), recipients may not earn or keep any profit resulting from Federal financial assistance unless explicitly authorized in the Federal award.

IV. APPLICATION AND SUBMISSION INFORMATION

A. HOW TO OBTAIN AN APPLICATION PACKAGE

This FOA, found at www.Grants.gov and <https://www.dol.gov/agencies/eta/grants/apply/find-opportunities> contains all of the information and links to forms needed to apply for grant funding.

B. CONTENT AND FORM OF APPLICATION SUBMISSION

Applications submitted in response to this FOA must consist of four separate and distinct parts:

1. SF-424, “Application for Federal Assistance;
2. Project Budget, composed of the SF-424A and Budget Narrative;
3. Project Narrative; and
4. Attachments to the Project Narrative.

You must ensure that the funding amount requested is consistent across all parts and sub-parts of the application.

1. SF-424, “Application for Federal Assistance”

You must complete the SF-424, “Application for Federal Assistance” (available at <https://www.grants.gov/forms/forms-repository/sf-424-family>).

- In the address field, fill out the nine-digit (plus hyphen) zip code. Nine-digit zip codes can be looked up on the USPS website at <https://tools.usps.com/go/ZipLookupAction!input.action>.
- The organization’s legal name on the SF-424 should match its name registered in the System for Award Management (SAM) at www.sam.gov. If unsure of the legal name of your organization, visit www.sam.gov to confirm.
- The organization’s Employer Identification Number (EIN) and Unique Entity Identification (UEI) Number should match its information in www.sam.gov. If unsure of the EIN or UEI of your organization, visit www.sam.gov to confirm.

- The SF-424 must clearly identify the applicant and must be signed by an individual with authority to enter into a cooperative agreement. Upon confirmation of an award, the individual signing the SF-424 on behalf of the applicant is considered the Authorized Representative of the applicant. As stated in block 21 of the SF-424 form, the signature of the Authorized Representative on the SF-424 certifies that the organization is in compliance with the Assurances and Certifications form SF-424B (available at <https://www.grants.gov/forms/forms-repository/sf-424-family>). You do not need to submit the SF-424B with the application.
- The federal funds requested in field 18a must not exceed the ceiling of \$1,500,000.

In addition, the applicant's Authorized Representative's signature in block 21 of the SF-424 form constitutes assurance by the applicant of compliance with the WIOA sec. 188 rules issued by the Department at 29 CFR 38.25, which includes the following language:

As a condition to the award of financial assistance from the Department of Labor under this FOA, the grant applicant assures that it has the ability to comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the WIOA and its implementing regulations at 29 CFR Part 38, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship or status as a lawfully admitted immigrant authorized to work in the United States, or participation in any WIOA Title I—financially assisted program or activity (which includes employment in the administration of or in connection with any FOA program or activity); Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color, and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures, that as a recipient of funds under this FOA, it will comply with 29 CFR part 38 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the activities and any employment practices conducted under this FOA, and to all agreements the grant applicant makes to carry out the WIOA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

a. Requirement for Unique Entity Identifier

All applicants for federal grant funding must have a Unique Entity Identifier (UEI) and must supply their UEI on the SF-424. The UEI is a 12-character (alpha-numeric) code that uniquely identifies all entities. Any entity registering to do business with the government is required to have one. UEIs are issued by SAM.gov and are a part of an entity's record in the Entity Information section of SAM.gov. If you do not have a UEI, you can get one for free at <https://sam.gov>.

Grant recipients authorized to make subawards must meet these requirements related to UEI:

- Grant recipients must notify potential sub awardees that no entity may receive a subaward unless the entity has provided its UEI.
- Grant recipients may not make a subaward to an entity unless the entity has provided its UEI.

(See Appendix A to 2 CFR Part 25.)

b. Requirement for Registration with SAM

Applicants must register with the System for Award Management (SAM) before submitting an application. Find instructions for registering with SAM at <https://www.sam.gov>. A recipient must maintain an active SAM registration with current information at all times during which it has an active federal award or an application under consideration. To remain registered in the SAM database after the initial registration, the applicant is required to review and update the registration at least every 12 months from the date of initial registration or subsequently update its information in the SAM database to ensure it is current, accurate, and complete. For purposes of this paragraph, the applicant is the entity that meets the eligibility criteria and has the legal authority to apply and to receive the award. If an applicant has not fully complied with these requirements by the time the Grant Officer is ready to make a federal award, the Grant Officer may determine that the applicant is not qualified to receive a federal award and may use that determination as a basis for making a federal award to another applicant.

2. Project Budget

You must complete the SF-424A Budget Information Form (available at grants.gov/forms/forms-repository/sf-424-family). In preparing the Budget Information Form, you must provide a concise narrative explanation to support the budget request, explained in detail below. Each category should include the total estimated cost for the period of performance (first year of operation). Use the following guidance for preparing the Budget Narrative.

Personnel: List all staff positions by title (including individuals hired by an employment contract) including the roles and responsibilities. For each position give the annual salary, the percentage of time devoted to the project, and the amount of each position's salary funded by the grant.

Fringe Benefits: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act (FICA), retirement, etc.

Travel: For grantee staff only, specify the purpose, number of staff traveling, mileage, per diem, estimated number of in-state and out-of-state trips, and other estimated costs for each type of travel.

Equipment: Identify each item of equipment you expect to purchase that has an estimated acquisition cost of \$10,000 or more per unit (or if your capitalization level is less than \$10,000, use your capitalization level) and a useful lifetime of more than one year (see 2

CFR Part 200.1 for the definition of Equipment). List the item, quantity, and the unit cost per item.

Items with a unit cost of less than \$10,000 are supplies, not “equipment.” In general, we do not permit the purchase of equipment during the last funded year of the grant.

Supplies: Identify the cost of supplies (e.g., general office supplies, desk/chairs, laptops/printers, other specialty items) in the detailed budget per category. Except for general office supplies, list the item, quantity, and the unit cost per item. Supplies include all tangible personal property other than “equipment” (see 2 CFR Part 200.1 for the definition of Supplies).

Contractual: Under the Contractual line item, delineate contracts and subawards separately. Contracts are defined according to 2 CFR 200.1 as a legal instrument by which a recipient or subrecipient conducts procurement transactions under a federal award. A subaward, defined by 2 CFR 200.1, means an award provided by a pass-through entity to a subrecipient for the subrecipient to contribute to the goals and objectives of the project by carrying out part of a federal award received by the pass-through entity. It does not include payments to a contractor, beneficiary, or participant. A subaward may be provided through any form of legal agreement consistent with criteria within §200.331, including an agreement the pass-through entity considers a contract. For each proposed contract and subaward, specify the purpose and activities to be provided, and the estimated cost.

Construction: Construction costs are not allowed, and this line must be left as zero. Minor alterations to adjust an existing space for grant activities (such as a classroom alteration) may be allowable. We do not consider this as construction, and you must show the costs on other appropriate lines such as Contractual.

Other: Provide clear and specific detail, including costs, for each item so that we are able to determine whether the costs are necessary, reasonable, and allocable. List items, such as stipends or incentives, not covered elsewhere.

Indirect Costs: If you include an amount for indirect costs (through a Negotiated Indirect Cost Rate Agreement or De Minimis) on the SF-424A budget form, then include one of the following:

a) If you have a Negotiated Indirect Cost Rate Agreement (NICRA), provide an explanation of how the indirect costs are calculated. This explanation should include which portion of each line item, along with the associated costs, are included in your cost allocation base. Also, provide a current version of the NICRA.

or

b) If you intend to claim indirect costs using the 15 percent de minimis rate, please confirm that your organization meets the requirements as described in 2 CFR Part 200.414(f). Clearly state that your organization does not have a current negotiated (including provisional) rate, and is not one described in 2 CFR Part 200, Appendix VII(D)(1)(b).

Applicants choosing to claim indirect costs using the de minimis rate must use Modified Total Direct Costs (defined by DOL below) as their cost allocation base. Provide an

explanation of which portion of each line item, along with the associated costs, are included in your cost allocation base. Note that there are various items not included in the calculation of Modified Total Direct Costs. See the definitions below to assist you in your calculation.

- **Modified Total Direct Cost (MTDC) Definition:** To avoid a serious inequity in the distribution of indirect costs, DOL defines MTDC as all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$50,000 of each subaward (regardless of the period of performance of the subawards under the award). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$50,000.
 - You will also note that participant support costs are not included in modified total direct costs. Participant support costs are defined below.
 - 2 CFR Part 200.1 Participant Support Cost means direct costs for items such as stipends or subsistence allowances, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences or training projects.

See Section IV.B.4. and Section IV.E.1 for more information. Additionally, the following link contains information regarding the negotiation of Indirect Cost Rates at DOL:

<https://www.dol.gov/agencies/oasam/centers-offices/office-of-the-senior-procurement-executive/cost-price-determination-division>.

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 or NICRA rate. Note that the SF-424, SF-424A, and Budget Narrative must include the entire federal grant amount requested (not just one year).

Do not show leveraged resources on the SF-424 and SF-424A. You should describe leveraged resources in the Budget Narrative.

The SF-424, SF-424A, and Budget Narrative must reflect the federal funding request for the first year of the cooperative agreement, which may not exceed \$1,500,000. If minor inconsistencies are found between the budget amounts specified on the SF-424, SF-424A, and the Budget Narrative, ETA will consider the SF-424 the official funding amount requested. However, if the amount specified on the SF-424 would render the application nonresponsive, the Grant Officer will use his or her discretion to determine whether the intended funding request (and match if applicable) is within the responsive range.

3. Project Narrative

The Project Narrative must demonstrate your capability to implement the grant project in accordance with the provisions of this Announcement. It provides a comprehensive framework and description of all aspects of the proposed project. It must be succinct, self-explanatory, and well-organized so that reviewers can understand the proposed project.

The Project Narrative is limited to 30 double-spaced, single-sided, 8.5 x 11-inch pages with Calibri 12-point text font and 1-inch margins. You must number the Project Narrative beginning with page number 1. We will not read or consider any materials beyond the specified page limit in the application review process.

The following instructions provide all the information needed to complete the Project Narrative. Carefully read and consider each section and include all required information in your Project Narrative. The agency will evaluate the Project Narrative using the applicant eligibility evaluation criteria identified in Section V.A. You must use the same section headers identified below for each section of the Project Narrative.

a. Project Design: Proposed Approach and TA Activities (Up to 30 Points)

With the goal of assisting the public workforce system to provide quality services to the nation's job seekers and employers, applicants must describe in their proposals how they will coordinate with ETA to plan and deliver a comprehensive approach to technical assistance. Applicants must reflect in their proposals an approach that identifies and addresses current and evolving technical assistance needs and challenges of the public workforce system, at a minimum addressing the five technical assistance topics identified in section I.A. Such proposals must reflect current trends in service delivery and participant engagement with the public workforce system and how the TA Collaborative plans to help the WIOA title I and Wagner- Peyser Act Employment Service grantees: 1) modernize their service delivery models and offerings to meet the needs of jobseeker and business customers; and 2) address longer-term strategic implementation issues, including governance and fiscal management.

Scoring of project design section will be based on the extent to which an applicant's discussion is clear, logical, and complete and describes a feasible approach for developing and providing effective technical assistance and disseminating such assistance.

Specifically, the project design will be scored on the following factors.

1. Project Management and Coordination (Up to 10 points)

Applicants may receive up to 10 points based on the extent to which their project narrative reflects a coherent and feasible approach to:

- i. Collaborate with ETA points of contact who are serving as the NLN Steering Committee, as well as ETA-funded TA contractors, and other TA Collaborative members (if applicable), throughout all stages of the period of performance. (2 points)
- ii. Coordinate activities of subject matter experts and, if applicable, partner organizations, on approaches for each stage of execution, including assessment of TA needs, TA prioritization, successful TA deployment, and dissemination of

- comprehensive training and TA to address needs of the public workforce system nationally, as well as customized TA for grantee or state-specific issues. (4 points)
- iii. Describe the communication plan for the TA Collaborative to share the results of TA to the NLN Steering Committee, which may include, but is not limited to, a summary report of TA activities provided and specific action items for the TA Collaborative and the recipients of TA. (2 points)
 - iv. Detail a feasible and effective approach for prioritizing of TA needs once the needs are identified, addressing the following factors, at a minimum: risk, estimated return on investment, level of effort, and budget constraints. (2 points)

2. Execution: Methodology, Delivery, and Partnerships (Up to 16 points)

i. Methodology (Up to 4 points)

Applicants may receive up to 4 points based on the extent to which they describe in detail the strategies they will pursue under the cooperative agreement to develop and provide technical assistance on implementing evidence-based practices, where available, and promising practices where there is less evidence in the following areas, specified in Section I.A: 1) Workforce system innovations, such as virtual and hybrid service delivery, and use of Artificial Intelligence; 2) WIOA Governance; 3) Fiscal and Administrative Management such as, but not limited to cost allocation principles, financial reporting, internal controls, subaward administration, and cash management; 4) Sector Partnerships and Employer Engagement Strategies; and 5) Performance Management, including the focus on ensuring equitable services and outcomes for people of color and historically underserved populations, including opportunity youth and individuals with disabilities. Additionally, Section I. A. 2. General TA Activities includes a list of the minimum of activities that the NLN TA Collaborative must do to meet the requirements of the cooperative agreement. Applicant's will be scored on the extent to which they clearly describe a feasible plan for completing these activities.

ii. Assessment (2 points)

Applicants may receive up to 2 points based on the extent to which they clearly explain a comprehensive and effective approach for assessing TA needs of the components of the public workforce system. In collaboration with ETA; this explanation must include the use of reliable tools and methods the TA Collaborative will use to assess ongoing technical assistance needs.

iii. Delivery (Up to 6 points)

Applicants may receive up to 6 points based on the extent to which they provide a clear description of a coherent and feasible approach for delivering the prioritized technical assistance projects selected for implementation that includes, at a minimum, the following activities:

- Deploying and aligning subject matter experts with areas of needed technical assistance.
- Providing customized TA for specific states and local workforce development areas, utilizing methods and proven subject matter expertise to address and

resolve their greatest needs.

- Highlighting evidence-based approaches and how to apply them to workforce system operations.
- Facilitating peer-to-peer learning exchanges between entities of similar size, geographic characteristics, and governance structure to exchange promising practices or identify solutions to resolve similar challenges and improve the service delivery of these entities.
- Conducting virtual TA webinars.
- Researching and developing accessible TA materials.
- Using ETA's platforms to engage an online community that support key stakeholders and customers, which will be used to sustain the activities of the NLN TA.
- Coordinating with ETA to leverage, align, and build on existing TA efforts already in place to maximize the use of resources and minimize the duplication of efforts.

iv. Partnerships (Up to 4 points)

- Applicants proposing formal partnerships must:
 - Clearly and thoroughly describe feasible roles and expected contributions of the partners to the project to reach the nationwide scope of the public workforce system (2 points); and,
 - Document the arrangement through signed Letters of Commitment or Memoranda of Understanding between the applicant and each identified partner (2 points).
- Those applicants not proposing formal partnerships will be scored on the extent to which their applications clearly and thoroughly describe a feasible plan to engage an array of subject matter experts to support the outcomes of the TA comprehensive plan.

3. Dissemination (Up to 4 points)

Applicants may receive up to 4 points based on the extent to which they provide a description of comprehensive and feasible strategies and approaches to:

- i. Collaborate with ETA to ensure that the TA products, tools, and promising practices will be shared on a national scale with the public workforce system. (Note that this requires ongoing communications and more than uploading materials to www.workforcegps.org); and
- ii. Disseminate technical assistance tools/services.

b. Expected Outcomes, Outputs, and Evaluation of TA Effectiveness (Up to 20 Points)

Clearly identify the outcomes and outputs that will result from the project. Outcomes are the measurable results of the project. They are the positive benefits or negative changes or measurable characteristics that occur as a result of project activities or outputs. Outputs are tangible products or services that result from the project.

Applicants will be scored based on the extent to which their approach for assessing and

addressing TA needs reflects proven or evidence-based activities that will deliver sustainable results for those receiving the technical assistance. To receive full points, applications must:

1. TA Logic Model (Up to 10 points)

Convincingly demonstrate how a TA logic model will be used to deploy a results-based design, for the overall approach to technical assistance and measurement of outcomes. Include a comprehensive TA logic model that reflects the applicant's overall approach to TA in a visual format, using one example of a specific TA intervention of the applicants' choosing. The TA logic model must provide a description of the drivers, activities, inputs and outputs, and the outcomes/success factors. The applicant must describe how it will use logic models throughout the project period for the TA interventions prioritized in collaboration with the NLN Steering Committee.

Using one potential TA need as an example for purposes of the proposal, thoroughly describe the TA logic model the applicant will use to develop and refine technical assistance strategies throughout the period of the performance. For example, say a local workforce development board is experiencing challenges with its employer engagement. After receiving technical assistance, the local board becomes more actively engaged with industry partners through a sector partnership and increases employment opportunities.

To receive the full 10 points, the proposed logic model description must include the following:

- i. Drivers – What challenges/problem(s) will the TA address/solve?
- ii. Activities and Inputs – What types of development and delivery activities will be involved in the TA plan and approach? What are the resources that will be used to support the activities in the task?
- iii. Outputs – How will the applicant quantify TA activities performed? Examples of outputs include, but are not limited to, the number of training events or peer-to-peer consultations conducted, the number of participants in events, the number of downloads, etc.
- iv. Outcomes/success factors – Identify the key outcomes or success factors for those audiences receiving the TA that will be the markers of successful TA provision.
- v. Impacts – What impacts will the TA make for customers of the public workforce system?

2. Measuring Effectiveness (Up to 10 points):

This measurement is not intended to be a formal evaluation and should minimize using time-consuming methods such as surveys that require the approval of the Paperwork Reduction Act. The effectiveness of TA may be measured using the Kirkpatrick model (reaction, knowledge gain, application of knowledge, and impact of and results achieved by TA) or a similar established approach.

- i. Provide a thorough description of comprehensive measures, methods, techniques, and tools that will be used to evaluate technical assistance effectiveness and effectively determine whether or not the activities achieved their anticipated

- outcomes. (Up to 4 points)
- ii. Explain fully the approach to measuring the effectiveness of TA to and commit to providing interim and final reports that provide an analysis of observable and/or measurable TA effectiveness as ongoing communication and feedback loop to ETA. (4 points)
- iii. Clearly explain a feasible and workable strategy to use data to inform technical assistance delivery and document lessons learned, both positive and negative. (Up to 2 points)

c. Project Workplan (Up to 10 Points)

Applicants may use the suggested work plan template in Attachment A, or a document of similar structure reflecting the work plan as described in the narrative, to illustrate the program goals and related activities, responsible organization, key milestones, a description of the final deliverables, the timeframe for conducting the activities and expected completion date, which are defined below:

- Project Goals: The overarching goals the project will achieve.
- Related Goal Activities: The major activities to achieve the project goals.
- Responsible Project Staff or Partner: The grantee’s project team, or partnering organizations, that will lead the implementation of key activities and completion of the specific deliverables.
- Milestones: The key markers of grant progress. These are typically expressed in the form of an action or event marking a significant change or stage in development.
- Final / Mid-Grant Deliverables and Outcomes: All outcomes and deliverables of the project. If this is a direct service project, then it should include the number of participants to be served.
- Timeframe: This is the estimated period to implement each activity, expressed as the Calendar Year and Quarter, depending on the proposed duration of the period of performance. Since this may vary depending on the period of performance start date, do not include specific dates.
- Expected Completion Date: This is the estimated target completion date for each activity, expressed as the Calendar Year and Quarter. Since this may vary depending on grant start date, do not include specific dates.

Applicants are required to submit a comprehensive Project Workplan which must include the following:

1. A thorough description of a cohesive, well-designed approach to implement the proposed TA activities that will be conducted throughout the full 48-month period of performance. (4 points)
2. A detailed and feasible timeline for implementing TA that includes major milestones and identifies short-, mid-, and long-term deliverables to meet the goals and objectives of the TA Collaborative. (2 points)

3. A detailed and feasible plan for the first 12-month period of performance, which will be considered a working draft that will be finalized upon grant award. Please note: Post-award, the TA Collaborative will develop annual work plans for the remaining period of performance that may be updated on a quarterly basis. (2 points)
4. A well-conceived strategy for the TA Collaborative to self-monitor their performance, including strategies for risk management, and continuous quality improvement. This must include a thorough description of how self-assessments will be conducted and with what frequency; identify factors that might accelerate or decelerate the delivery of required deliverables with a particular emphasis on identifying barriers to successfully implement; and how the TA Collaborative will collect feedback from ETA and grantees to improve the quality of TA. (2 points)

d. Organizational, Administrative, and Fiscal Capacity and Qualifications of Key Personnel (Up to 20 Points)

Scoring for this section will be based on the extent to which the applicant has clearly and convincingly demonstrated it has the capacity to carry out this proposed project, including requisite staffing and organizational structure, by including:

1. A detailed description of relevant experience or demonstrated performance that convincingly shows the organizational capacity to manage grant projects similar in size and scope, including the relevant programmatic, fiscal, and administrative aspects of such projects. (4 points)
2. Detailed description of the applicant's knowledge of the WIOA system – WIOA Title I and Wagner-Peyser at a minimum, specifically taking into account the qualifications and experience of key personnel. (2 points)
3. Demonstrated capacity as evidenced by recent examples to provide a broad range of evidence-based technical assistance and subject matter expertise in the following key topics (4 points):
 - i. Workforce system innovations, such as virtual and hybrid service delivery, and use of Artificial Intelligence;
 - ii. WIOA Governance to strengthen functioning of state and local workforce boards;
 - iii. Fiscal and Administrative Management such as, but not limited to cost allocation principles, financial reporting, internal controls, subaward administration, and cash management;
 - iv. Sector Partnerships and Employer Engagement Strategies;
 - v. Performance Management, including the focus on ensuring equitable services and outcomes for people of color and historically underserved populations, including opportunity youth and individuals with disabilities; and
 - vi. Experience working to ensure equitable delivery of services and deployment of strategies that lead to quality jobs.

4. Demonstrated capacity as shown through examples to draw from a cadre of subject matter experts (SMEs) to address the following (6 points):
 - i. Expertise in project management and coordination of multiple simultaneous projects with various timetables and varying levels of complexity.
 - ii. Expertise in accounting, financial management (especially of Federal funds), and the requirements of the Uniform Guidance application of cost principles.
 - iii. Capacity to implement new projects on a broad/national scale, leading or working in partnership with multiple states/organizations in providing technical assistance to states and stakeholders and a description of outputs/outcomes from those relevant experiences.
5. A thorough and convincing description of how the TA Collaborative will engage partners and/or subject matter experts, as needed, and provide sufficient oversight of their work. Applicants must clearly identify project partners and/or subject matter experts, provide a thorough explanation of their role in the project, and thoroughly and convincingly describe their capacity to carry out their part of the project. (4 points)

e. Past Performance – Programmatic Capability (Up to 18 Points)

Applicants must demonstrate their track record of providing innovative and successful technical assistance to workforce system stakeholders, including: (1) demonstrated large scale technical assistance to the workforce system, (2) capacity to implement innovative ideas, and (3) capacity to effectively manage the programmatic, fiscal, and administrative aspects of the proposed project.

Applicants must describe their relevant experience for providing technical assistance services to workforce system stakeholders. The relevant experience must be for current or past grants/contracts/task orders that were awarded to the Applicant **within the last seven (7) years of the closing date of this announcement**. At least two projects must be fully complete by 2023. Applicants who have conducted ETA TA projects meeting these requirements must include them as part of their past performance submission. Note that applications including projects awarded outside the seven-year timeframe will receive zero points for that project's past performance.

The Applicant must submit information on a past performance chart for each of their three (3) projects. Each past performance chart must be a separate attachment to the application. The required information must include the name and identifying contract/grant number of the project, the amount of the contract/grant, the period of performance for the contract/grant, a contact with telephone number at the contracting/grantmaking entity, a description of the need for technical assistance, a description of the technical assistance solutions provided, and a description of the results/outcomes. Applicants are encouraged to provide examples of projects leading or working in partnership with multiple states/organizations in providing innovative and successful technical assistance to workforce system states and stakeholders. Furthermore, the Applicant must identify any subcontractors/subgrantees that were utilized and provide an explanation of how they were managed. This information must be included in

the past performance chart below, or in a document of similar format.

Applications will receive points based on past performance information submitted for each of the three projects, including the Spending Rate Analysis described below. Each project description will be scored using the criteria below for six (6) points each. Applicants will not receive the full 18 points if they do not submit three total projects for consideration in past performance.

Applicants will be evaluated on applicants' descriptions of their previous track record of capacity. To receive full points, the applicant must:

1. Include a complete description of the applicant's technical assistance project scope that details the need for the technical assistance and solutions or products provided; particularly for those projects leading or working with multiple states/organizations in providing technical assistance to workforce system states and stakeholders; (2 points)
2. A compelling explanation of results or outcomes, particularly details on the effectiveness of the technical assistance; and complete data for the spending rate analysis. (4 points)

Spending Rate Analysis			
Grant Funds Received:	Grant Funds Spent by end of the Original Period of Performance:	Total Spent / Total Grant Funds	Percentage Rate of Spending:
<i>Example: \$1,000,000</i>	<i>\$800,000</i>	<i>\$800,000/ \$1,000,000</i>	<i>80%</i>

Name of Previous Grantor Organization:
Grantor Contact - Name, Title, Signature (if non-ETA grant), E-mail Address, and Telephone Number:
Project Title and Grant/Contract Number:
Project Period of Performance:
Project Funding Level:
Description of Need for Technical Assistance (TA):
Description of TA solutions provided:

Was a subcontractor or subgrantee used? Y/N				
If a subcontractor or subgrantee was used, explain how they were managed:				
Description of Results/Outcomes of Performance Goals				
<i>Below is a performance indicator and outcome template with examples. Please fill in the performance goals and outcomes specific to this project.</i>				
Performance Indicator	Goal	Outcome	Outcome /Goal (Fraction)	Rate of Goal Achievement (Percentage)
<i>TA Interventions-Trainings</i>	<i>60</i>	<i>58</i>	<i>58/60</i>	<i>97%</i>
<i>TA Interventions-Peer-to-Peer Exchanges</i>	<i>100</i>	<i>105</i>	<i>105/100</i>	<i>105%</i>
<i>TA Interventions-Products</i>	<i>12</i>	<i>4</i>	<i>4/12</i>	<i>33%</i>
<i>TA Interventions that lead to a change in recipient operations</i>	<i>20</i>	<i>23</i>	<i>20/23</i>	<i>87%</i>
<i>TA Interventions with a 90% and above satisfaction rate from recipient</i>	<i>100</i>	<i>100</i>	<i>100/100</i>	<i>100%</i>

f. Budget and Budget Narrative (Up to 2 Points)

The SF-424 Budget and Budget Narrative will be used to evaluate this section. The total funding on each document must reflect the federal funding requested on the SF-424 for the first year of project operation. Please see Section IV.B.2 for submission requirements. The Budget and Budget Narrative do not count against the page limit requirements for the Project Narrative. The budget documents are scored as follows:

1. The extent to which the proposed expenditures address all stated project requirements.
2. The extent to which all items in the Budget Narrative reflect the level of detail requested in Section IV.B.2.

4. Attachments to the Project Narrative

In addition to the Project Narrative, you must submit attachments. You must clearly label all attachments. We will exclude only those attachments listed below from the page limit. The Budget and Budget Narrative do not count against the page limit requirements for the Project Narrative.

You must not include additional materials such as resumés or general letters of support. You must submit your application in one package because documents received separately will be tracked separately and will not be attached to the application for review.

Save all files with descriptive file names of 50 characters or fewer and use only standard characters in file names: A-Z, a-z, 0-9, and underscore (_). File names may not include special characters (e.g. &, -, *, %, /, #), periods (.), blank spaces, or accent marks, and must be unique (e.g., no other attachment may have the same file name). You may use an underscore (example: My_Attached_File.pdf) to separate a file name.

a. Required Attachments

1. Abstract

You must submit an up to three-page abstract summarizing the proposed project including, but not limited to, the scope of the project and proposed outcomes. Omission of the abstract will not result in your application being disqualified; the lack of the required information in the abstract, however, may impact scoring. See III.C.1 for a list of items that will result in the disqualification of your application. Should you be selected for an award, the information provided in your abstract may be published to a public facing website as a summary of your project. The abstract must include the following:

- the applicant's name
- the project title
- the funding level requested
- and the types of training, technical assistance, and knowledge transfer activities and deliverables that will be provided.
- intended beneficiaries of project
- a brief summarization of the proposed project including but not limited to, the purpose of the project, the project scope, and proposed outcomes
- subrecipient activities, if applicable

b. Requested Attachments

We request the following attachments, but their omission will not cause us to disqualify the application. The omission of the attachment will, however, impact scoring unless otherwise noted.

- 1. Project Work Plan:** This requirement is described above in Section IV.B.3.c, and a sample template is provided in this FOA as Appendix A.
- 2. Past Performance Documentation:** This attachment must include three separate Charts of Past Performance. See Section IV.B.3.f for additional instructions. These documents

must be uploaded as an attachment to the application package and labeled “Past Performance.”

3. **Letters of Commitment or MOUs:** Submit signed and dated Letters of Commitment which outline roles and responsibilities of any partner organizations. Also include Memoranda of Understanding between the applicant and partner organizations and/or sub-grantees or subject matter experts, if any, which the applicant proposes to provide services, in support of the program model and to lead to the identified outcomes. See Section IV.B.3.) These letters must be uploaded as an attachment to the application package and labeled “Letters of Commitment.”
4. **Indirect Cost Rate Agreement:** If you are requesting indirect costs based on a Negotiated Indirect Cost Rate Agreement approved by your federal Cognizant Agency, then attach the most recently approved Agreement. (For more information, see Section IV.B.2. and Section IV.E.) This attachment does not impact scoring of the application. This document must be uploaded as an attachment to the application package and labeled “NICRA.”
5. **Financial System Risk Assessment Information:** All applicants are requested to submit Funding Opportunity Announcement Financial System Risk Assessment Information. See Section V.B.2 for a sample template and additional instructions. This attachment does not impact the scoring of the application.

C. SUBMISSION DATE, TIME, PROCESS AND ADDRESS

Due Date for Applications: February 4, 2025

You must submit your application electronically on <https://www.grants.gov> **no later than 11:59 p.m. Eastern Time on the closing date of February 4, 2025.** Applicants are encouraged to submit their application before the closing date to minimize the risk of late receipt. We will not review applications received after 11:59 p.m. Eastern Time on the closing date. We will not accept applications sent by hard-copy, e-mail, telegram, or facsimile (FAX).

1. Hardcopy Submission

No applications submitted in hardcopy by mail or hand delivery (including overnight delivery) will be accepted for this funding opportunity.

2. Electronic Submission through Grants.gov

Applicants submitting applications must ensure successful submission **no later than 11:59 p.m. Eastern Time on the closing date.** Grants.gov will subsequently validate the application.

The process can be complicated and time-consuming. We strongly advise you to initiate the process as soon as possible and to plan for time to resolve technical problems. Note that validation does not mean that your application has been accepted as complete or has been accepted for review by the agency. Rather, grants.gov verifies only the submission of certain parts of an application.

a. How to Register to Apply through Grants.gov

Read through the registration process carefully before registering. These steps may take as long as four weeks to complete, and this time should be factored into plans for timely electronic submission to avoid unexpected delays that could result in the rejection of an application.

Applicants must follow the online instructions for registration at <https://www.grants.gov/web/grants/applicants/organization-registration.html>. We recommend that you prepare the information requested before beginning the registration process. Reviewing and assembling required information before beginning the registration process will alleviate last-minute searches for required information and save time.

An application submitted through Grants.gov constitutes a submission as an electronically signed application. The registration and account creation with Grants.gov, with E-Biz Point of Contact (POC) approval, establishes an Agency Organizational Representative (AOR). When an application is submitted through Grants.gov, the name of the AOR who submitted the application is inserted into the signature line of the application, serving as the electronic signature. The E-Biz POC must authorize the individual who is able to make legally binding commitments on behalf of your organization as the AOR; this step is often missed, and it is crucial for valid submissions.

b. How to Submit an Application to DOL via Grants.gov

Grants.gov applicants can apply online using Workspace. Workspace is a shared online environment where members of a grant team may simultaneously access and edit different webforms within an application. For a complete workspace overview, refer to <https://www.grants.gov/web/grants/applicants/workspace-overview.html>. For access to complete instructions on how to apply for opportunities, refer to <https://www.grants.gov/web/grants/applicants/apply-for-grants.html>.

When a registered applicant submits an application with Grants.gov, an electronic time stamp is generated within the system when the application is successfully received by Grants.gov. Grants.gov will send the applicant AOR an email acknowledgement of receipt and a tracking number (GRANTXXXXXXXX) with the successful transmission of the application, serving as proof of timely submission. The applicant will receive two email messages to provide the status of the application's progress through the system.

- The first email will contain a tracking number and will confirm receipt of the application by Grants.gov.
- The second email will indicate the application has either been successfully validated or has been rejected due to errors.

Grants.gov will **reject applications if the applicant's registration in SAM is expired. Only applications that have been successfully submitted by the deadline and later successfully validated will be considered.** It is your responsibility to ensure a timely submission. While it is not required that an application be successfully validated before the deadline for submission, it is prudent to reserve time before the deadline in case it is necessary to resubmit an application that has not been successfully validated. Therefore,

enough time should be allotted for submission (24-48 hours) and, if applicable, additional time to address errors and receive validation upon resubmission (an additional two business days for each ensuing submission). It is important to note that if enough time is not allotted and a rejection notice is received after the due date and time, DOL will not consider the application.

To ensure consideration, the components of the application must be saved as .doc, .docx, .xls, .xlsx, .rtf or .pdf files. If submitted in any other format, the applicant bears the risk that compatibility or other issues will prevent DOL from considering the application. We will attempt to open the document but will not take any additional measures in the event of problems with opening.

We strongly advise applicants to use the various tools and documents, including FAQs, which are available on the “Applicant Resources” page at [How to Apply for Grants | Grants.gov](#).

We encourage new prospective applicants to view the online tutorial, “Grant Applications 101: A Plain English Guide to ETA Competitive Grants,” available through WorkforceGPS at <https://grantsapplicationandmanagement.workforcegps.org/resources/2022/05/10/15/23/How-to-Apply-for-a-Grant>.

To receive updated information about critical issues, new tips for users, and other time-sensitive updates as information is available, you may subscribe to “Grants.gov Updates” at <https://www.grants.gov/connect/manage-subscriptions/>

If you encounter a problem with Grants.gov and do not find an answer in any of the other resources, contact one of the following:

- call 1-800-518-4726 or 606-545-5035 to speak to a Customer Support Representative or
- email support@grants.gov.

The Grants.gov Contact Center is open 24 hours a day, 7 days a week but closed on [federal holidays](#). If you are experiencing difficulties with your submission, it is best to call the Grants.gov Support Center and get a ticket number.

Late Applications

We will consider only applications successfully submitted through Grants.gov no later than 11:59 p.m. Eastern Time on the closing date and then successfully validated. **You take a significant risk by waiting to the last day to submit through Grants.gov.**

D. INTERGOVERNMENTAL REVIEW

This funding opportunity is not subject to Executive Order 12372, “Intergovernmental Review of Federal Programs.”

E. FUNDING RESTRICTIONS

All proposed project costs must be necessary and reasonable and in accordance with federal guidelines. Determinations of allowable costs will be made in accordance with the OMB Guidance for Federal Financial Assistance, (Uniform Guidance), codified at 2 CFR Part 200 and at 2 CFR Part 2900 (Uniform Guidance-DOL specific). Disallowed costs are those charges to a grant that the grantor agency or its representative determines not to be allowed in accordance with the Cost Principles or other conditions contained in the grant. Applicants, whether successful or not, will not be entitled to reimbursement of pre-award costs.

Indirect Costs

As specified in the Uniform Guidance Cost Principles, indirect costs are those that are incurred for common or joint objectives and cannot be readily identified with a particular final cost objective. An indirect cost rate is required when an organization operates under more than one grant or other activity, whether federally assisted or not. You have two options to claim reimbursement of indirect costs.

Option 1: You may use a NICRA or Cost Allocation Plan (CAP) supplied by the federal Cognizant Agency. If you do not have a NICRA/CAP or have a pending NICRA/CAP, and in either case choose to include estimated indirect costs in your budget, at the time of award the Grant Officer will release funds in the amount of 15 percent of Modified Total Direct Costs (see DOL's definition below) to support indirect costs. Within 90 days of award, you are required to submit an acceptable indirect cost proposal or CAP to your federal Cognizant Agency to obtain a provisional indirect cost rate. (See Section IV.B.4. for more information on NICRA submission requirements.)

Option 2: Any organization that does not have a current negotiated (including provisional) rate, with the exceptions noted at 2 CFR Part 200.414(f) in the Cost Principles, may elect to charge a de minimis rate of 15 percent of modified total direct costs (see DOL's definition below), which may be used indefinitely. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as the non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time. (See 2 CFR Part 200.414(f) for more information on use of the de minimis rate.)

Modified Total Direct Cost definition: To avoid a serious inequity in the distribution of indirect costs, DOL defines MTDC as all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$50,000 of each subaward (regardless of the period of performance of the subawards and subcontracts under the award). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$50,000.

Salary and Bonus Limitations

None of the funds appropriated under the heading “Employment and Training” in the appropriation statute(s) may be used by a recipient or subrecipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. This limitation does not apply to contractors of recipients or subrecipients providing goods and services as defined in the Audit Requirements of the OMB Uniform Guidance (see 2 CFR Part 200 Subpart F). Where states are recipients of such funds, states may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from subrecipients of such funds, taking into account factors including the relative cost of living in the state, the compensation levels for comparable state or local government employees, and the size of the organizations that administer federal programs involved including ETA programs. See Public Law 113-235, Division G, Title I, section 105, and TEGL number 05-06 for further clarification: <https://www.dol.gov/agencies/eta/advisories/training-and-employment-guidance-letter-no-05-06>.

Intellectual Property Rights

Pursuant to 2 CFR Part 2900.13, to ensure that the federal investment of DOL funds has as broad an impact as possible and to encourage innovation in the development of new learning materials, the grantee will be required to license to the public all work created with the support of the grant under a Creative Commons Attribution 4.0 (CC BY) license. Work that must be licensed under the CC BY includes both new content created with the grant funds and modifications made to pre-existing, grantee-owned content using grant funds.

This license allows subsequent users to copy, distribute, transmit, and adapt the copyrighted work and requires such users to attribute the work in the manner specified by the grantee. Notice of the license shall be affixed to the work. For general information on CC BY, please visit <https://creativecommons.org/licenses/by/4.0>.

Instructions for marking your work with CC BY can be found at https://wiki.creativecommons.org/Marking_your_work_with_a_CC_license.

Questions about CC BY as it applies to this specific funding opportunity should be submitted to the ETA Grants Management Specialist specified in Section VII.

Only work that is developed by the recipient in whole or in part with grant funds is required to be licensed under the CC BY license. Pre-existing copyrighted materials licensed to or purchased by the grantee from third parties, including modifications of such materials, remain subject to the intellectual property rights the grantee receives under the terms of the particular license or purchase. In addition, works created by the grantee without grant funds do not fall under the CC BY licensing requirement.

The purpose of the CC BY licensing requirement is to ensure that materials developed with funds provided by these grants result in work that can be freely reused and improved by others. When purchasing or licensing consumable or reusable materials, the grantee is expected to respect all applicable federal laws and regulations, including those pertaining to the copyright and accessibility provisions of the Federal Rehabilitation Act.

Separate from the CC BY license to the public, 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 subaward or contract under the grant or subaward; and (ii) any rights of copyright to which the 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. The grantee may not use federal funds 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 Department has a license or rights of free use in such work. If revenues are generated through selling products developed with grant funds, including intellectual property, DOL treats such revenues as program income. Such program income is added to the grant and must be expended for allowable grant activities.

If applicable, the following standard ETA disclaimer needs to be on all 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’s Employment and Training Administration. The product was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The U.S. Department of Labor 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.”

Credential Transparency

The Department wishes to ensure that individuals, employers, educators and training providers have access to the most complete, current and beneficial information about providers, programs credentials, and competencies supported with these public, federal funds. To this end, the Department requires that information about all credentials (including but not limited to diplomas, badges, certificates, certifications, apprenticeships, licenses, and degrees of all levels and types) and competencies (knowledge, skills and abilities) developed or delivered through the use of these public federal funds be made publicly accessible through the use of linked open data formats that support full transparency and interoperability, such as through the use of credential transparency description language specifications. ETA will provide specific guidance and technical assistance on data elements to include in the published open data, such as information about the credential provider, the credential and its associated competencies, delivery mode, geographic coverage, the industry sector(s) and occupation(s) for which the credential was developed, related assessments, related accreditations or other quality assurances where appropriate, costs, and available outcomes.

F. OTHER SUBMISSION REQUIREMENTS

Withdrawal of Applications: You may withdraw an application by written notice to the Grant Officer at any time before an award is made.

V. APPLICATION REVIEW INFORMATION

A. CRITERIA

We have instituted procedures for assessing the technical merit of applications to provide for an objective review of applications and to assist you in understanding the standards against which your application will be judged. The applicant eligibility evaluation criteria are based on the information required in the application as described in Sections IV.B.2. (Project Budget) and IV.B.3. (Project Narrative). Reviewers will award points based on the applicant eligibility evaluation criteria described below.

Section IV.B.3 (Project Narrative) of this FOA has several “section headers” (e.g. IV.B.3.a), Statement of Need). Each of these “section headers” of the Project Narrative may include one or more “criterion,” and each “criterion” includes one or more “rating factors,” which provide detailed specifications for the content and quality of the response to that criterion. Each of the rating factors have specific point values assigned. These point values are the number of points possible for the application to earn for the rating factor.

Criterion	Points (maximum)
1. Project Design: Proposed Approach and TA Activities <u>(See Section IV.B.3.a)</u>	30
2. Outcomes, Outputs, and Evaluation of TA effectiveness <u>(See Section IV.B.3.b)</u>	20
3. Project Work Plan <u>(See Section IV.B.3.c)</u>	10
4. Organizational Capability/Capacity and Qualifications of Key Personnel <u>(See Section IV.B.3.d)</u>	20
5. Past Performance – Programmatic Capability <u>(See Section IV.B.3.e)</u>	18
6. Budget and Budget Narrative <u>(See Section IV.B.3.f)</u>	2
TOTAL	100

Section IV.B.3, Project Narrative, provides a detailed explanation of the information an application must include (e.g., a comprehensive work plan for the whole period of performance with feasible and realistic dates). Reviewers will rate each “rating factor” based on how fully and convincingly the applicant responds. For each “rating factor” under each “criterion,” panelists will determine whether the applicant thoroughly meets, partially meets, or fails to meet the

“rating factor,” unless otherwise noted in Section IV.B.3, based on the definitions below:

Standard Rating	Definition	Standard for Calculating Points
Thoroughly Meets	The application thoroughly responds to the rating factor and fully and convincingly satisfies all the stated specifications.	Full Points
Partially Meets	The application responds incompletely to the rating factor, or the application convincingly satisfies some, but not all, of the stated specifications.	Half Points
Fails to Meet	The application does not respond to the rating factor, or the application does respond to the rating factor but does not convincingly satisfy any of the stated specifications.	Zero Points

To receive the maximum points for each rating factor, applicants must provide a response to the requirement that fully describes the proposed program design and demonstrates the quality of approach, rather than simply re-stating a commitment to perform prescribed activities. In other words, applicants must describe why their proposal is the best strategy and how they will implement it, rather than that the strategy contains elements that conform to the requirements of this FOA.

B. REVIEW AND SELECTION PROCESS

1. Merit Review and Selection Process

A technical merit review panel will carefully evaluate applications against the selection criteria to determine the merit of applications. These criteria are based on the policy goals, priorities, and emphases set forth in this FOA. Up to 100 points may be awarded to an applicant, depending on the quality of the responses provided. The final scores (which may include the mathematical normalization of review panels) will serve as the primary basis for selection of applications for funding. The panel results are advisory in nature and not binding on the Grant Officer. The Grant Officer reserves the right to make selections based solely on the final scores or to take into consideration other relevant factors when applicable. Such factors may include the strength of the demonstrated subject matter expertise and/or organizational partners proposed to provide TA. The Grant Officer may consider any information that comes to their attention.

The government may elect to award the grant(s) with or without discussion with the applicant. Should a grant be awarded without discussion, the award will be based on the applicant’s signature on the SF-424, including electronic signature via E-Authentication on <https://www.grants.gov>, which constitutes a binding offer by the applicant.

2. Risk Review Process

Prior to making an award, ETA will review information available through various sources,

including its own records and any OMB-designated repository of government-wide eligibility qualification or financial integrity information, such as Federal Awardee Performance and Integrity Information System (FAPIIS), and Sam.gov. Additionally, ETA will comply with the requirements of 2 CFR Part 180 codified at 2 CFR Part 2998 (Non-procurement Debarment and Suspension). This risk evaluation may incorporate results of the evaluation of the applicant's eligibility (application screening) or the quality of its application (merit review). If ETA determines that an award will be made, special conditions that correspond to the degree of risk assessed may be applied to the award. Criteria to be evaluated include the following:

- i. Financial stability;
- ii. Quality of management systems and ability to meet the management standards prescribed in the Uniform Grant Guidance;
- iii. History of performance. The applicant's record in managing awards, cooperative agreements, or procurement awards, if it is a prior recipient of such federal awards, including timeliness of compliance with applicable reporting requirements and, if applicable, the extent to which any previously awarded amounts will be expended prior to future awards;
- iv. Reports and findings from audits performed under Subpart F–Audit Requirements of the Uniform Grant Guidance or the reports and findings of any other available audits and monitoring reports containing findings, issues of non-compliance, or questioned costs;
- v. The applicant's ability to effectively implement statutory, regulatory, and other requirements imposed on recipients.

NOTE: As part of ETA's Risk Review process, the Grant Officer will determine the following:

- If the applicant had any restriction on spending for any ETA grant due to adverse monitoring findings; or
- If the applicant received a High-Risk determination in accordance with [TEGL 23-15](#).

Depending on the severity of the findings and whether the findings were resolved, the Grant Officer may, at their discretion, elect not to fund the applicant for a grant award regardless of the applicant's score in the competition.

All applicants are requested to submit the following information as an attachment to their application (suggested template below) for ETA to assess the applicant's Financial System. This information will be taken into account as one component of ETA's Risk Review Process. Applicants may use the suggested template or answer the questions in a separate attachment. It is unlikely that an organization will be able to manage a federal grant without the following system/processes in place. Applicants are expected to have these in place before applying for a grant with ETA.

U.S. DEPARTMENT OF LABOR -EMPLOYMENT AND TRAINING
 ADMINISTRATION
 (ETA)

**FUNDING OPPORTUNITY ANNOUNCEMENT: FINANCIAL SYSTEM RISK
 ASSESSMENT**

	SECTION A: PURPOSE	
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The financial responsibility of grantees must be such that the grantee can properly discharge the public trust which accompanies the authority to expend public funds. Adequate administrative and financial systems including the accounting systems should meet the following criteria as contained in 2 CFR 200 and 2 CFR 2900.

- (1) Accounting records should provide information needed to adequately identify the receipt of funds under each grant awarded and the expenditure of funds for each grant.
- (2) Entries in accounting records should refer to subsidiary records and/or documentation which support the entry, and which can be readily located.
- (3) The accounting system should provide accurate and current financial reporting information.
- (4) The accounting system should be integrated with an adequate system of internal controls to safeguard the funds and assets covered, check the accuracy and reliability of accounting data, promote operational efficiency, and encourage adherence to prescribed management policies.

	SECTION B: GENERAL	
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1. Applicant Legal Name (as it appears in SAM.gov):

<p>a. When was the organization founded/incorporated (<i>month, day, year</i>):</p>	<p>b. Principal Officers Names, Title, Email Address</p> <p>President/Chair Board of Directors:</p> <p>Chief Executive Officer:</p> <p>Chief Financial Officer:</p> <p>Accounting/Budget Officer:</p>
<p>c. Employer Identification Number:</p>	
<p>d. Number of Employees</p> <p>Full Time:</p> <p>Part Time:</p>	

U.S. DEPARTMENT OF LABOR -EMPLOYMENT AND TRAINING
 ADMINISTRATION
 (ETA)

**FUNDING OPPORTUNITY ANNOUNCEMENT: FINANCIAL SYSTEM RISK
 ASSESSMENT**

2. Is the organization or institution affiliated with any other organization: Yes No If yes, please provide details as to the nature of the company (for profit, nonprofit, LLC, etc.) and if it provides services or products to the organization in relation to this grant.		3. Total Sales/Revenues in most recent accounting period. (12 months) \$
SECTION C: ACCOUNTING SYSTEM		
<i>NOTE: Provide a detailed response (on a separate page on your organization’s letterhead and signed/dated by a Principal Officer) for any items 2-9 of Section C that have “No” or “Not Sure” answer(s), providing enough information to clearly reflect the expertise of the organization in these areas.</i>		
1. Has any Government Agency rendered an official written opinion concerning the adequacy of the accounting system for the collection, identification and allocation of costs under Federal contracts/grants? Yes No		
a. If yes, provide name, and address of Agency performing review:	b. Attach a copy of the latest review and any subsequent correspondence, clearance documents, etc.	
2. Which of the following best describes the accounting system:	State administered	Internally Developed Web-based
3. Does the accounting system identify the receipt and expenditure of program funds separately for each contract/grant?	Yes No Not Sure	
4. Does the accounting system provide for the recording of expenditures for each grant/contract by the component project and budget cost categories shown in the approved budget?	Yes No Not Sure	

U.S. DEPARTMENT OF LABOR -EMPLOYMENT AND TRAINING ADMINISTRATION (ETA) FUNDING OPPORTUNITY ANNOUNCEMENT: FINANCIAL SYSTEM RISK ASSESSMENT		
5. Are time distribution records maintained for an employee when his/her effort can be specifically identified to a particular cost objective?	Yes No	Not Sure
6. If the organization proposes an overhead rate, does the accounting system provide for the segregation of direct and indirect expenses?	Yes No	Not Sure
7. Does the organization have an approved indirect cost rate or cost allocation plan? If so, who approved it (Federal Cognizant Agency or a Pass-through Entity)? What are the effective dates?	Yes No	Not Sure
8. Does the accounting/financial system include budgetary controls to preclude incurring obligations in excess of:	Yes No	Not Sure
a. Total funds available for a grant?	Yes No	Not Sure
b. Total funds available for a budget cost category (e.g. Personnel, Travel, etc)?	Yes No	Not Sure
9. Does the organization or institution have an internal control structure that would provide reasonable assurance that the grant funds, assets, and systems are safeguarded?	Yes No	Not Sure
SECTION D: FINANCIAL STABILITY		
1. Is there any legal matter or an ongoing financial concern that may impact the organization's ability to manage and administer the grant? If yes, please explain briefly.	Yes	No
SECTION E: FINANCIAL STATEMENTS		
1. Did an independent certified public accountant (CPA) ever examine the financial statements?	Yes	No

U.S. DEPARTMENT OF LABOR -EMPLOYMENT AND TRAINING ADMINISTRATION (ETA) FUNDING OPPORTUNITY ANNOUNCEMENT: FINANCIAL SYSTEM RISK ASSESSMENT				
2. If an independent CPA review was performed please attach a copy of their latest report and any management letters issued. <table style="float: right; margin-left: 200px;"> <tr> <td style="padding: 0 20px;">Enclosed</td> <td>N / A</td> </tr> </table>			Enclosed	N / A
Enclosed	N / A			
3. If an independent CPA was engaged to perform a review and no report was issued, please provide details and an explanation below: 				
SECTION F: ADDITIONAL INFORMATION				
1. Use this space for any additional information (<i>indicate section and item numbers if a continuation</i>) 				

VI. AWARD ADMINISTRATION INFORMATION

A. AWARD NOTICES

All award notifications will be posted on the ETA Homepage at [Grants Awarded | U.S. Department of Labor \(dol.gov\)](#). Applicants selected for award will be contacted directly before the grant’s execution. Non-selected applicants will be notified by mail or email and may request a written debriefing on the significant weaknesses of their application.

Selection of an organization as a recipient does not constitute approval of the grant application as submitted. Before the actual grant is awarded, we may enter negotiations about such items as program components, staffing and funding levels, and administrative systems in place to support grant implementation. If the negotiations do not result in a mutually acceptable submission, the Grant Officer reserves the right to terminate the negotiations and decline to fund the application. We reserve the right not to fund any application related to this FOA.

B. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

1. Administrative Program Requirements

All grantees will be subject to all applicable federal laws and regulations, including the OMB Uniform Guidance, and the terms and conditions of the award. The grant(s) awarded under this FOA will be subject to the following administrative standards and provisions.

- i. Non-Profit Organizations, Educational Institutions, For-profit entities and State, Local, and Indian Tribal Governments—2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards) and 2 CFR Part 2900 (DOL’s Supplement to 2 CFR Part 200)
- ii. All entities must comply with 29 CFR Part 93 (New Restrictions on Lobbying), 29 CFR Part 94 (Governmentwide Requirements for Drug-Free Workplace (Financial Assistance)), 2 CFR Part 180 (OMB Guidance to Agencies on Government-wide Debarment and Suspension (Non-procurement)), and, where applicable, 2 CFR Part 200 (Audit Requirements).
- iii. 29 CFR Part 2, subpart D—Equal Treatment in Department of Labor Programs for Religious Organizations; Protection of Religious Liberty of Department of Labor Social Service Providers and Beneficiaries.
- iv. 29 CFR Part 31—Nondiscrimination in Federally Assisted Programs of the Department of Labor—Effectuation of Title VI of the Civil Rights Act of 1964.
- v. 29 CFR Part 32—Nondiscrimination on the Basis of Handicap in Programs or Activities Receiving Federal Financial Assistance.
- vi. 29 CFR Part 35—Nondiscrimination on the Basis of Age in Programs or Activities Receiving Federal Financial Assistance from the Department of Labor.
- vii. 29 CFR Part 36—Nondiscrimination on the Basis of Sex in Education Programs or Activities Receiving Federal Financial Assistance.
- viii. 29 CFR Part 38 – Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act.
- ix. 29 CFR Parts 29 and 30—Labor Standards for the Registration of Apprenticeship Programs, and Equal Employment Opportunity in Apprenticeship and Training, as applicable.
- x. The Department of Labor will follow the procedures outlined in the Department’s Freedom of Information Act (FOIA) regulations (29 CFR Part 70). If DOL receives a FOIA request for your application, the procedures in DOL’s FOIA regulations for responding to requests for commercial/business information submitted to the government will be followed, as well as all FOIA exemptions and procedures. See generally 5 U.S.C. § 552; 29 CFR Part 70.
- xi. Standard Grant Terms and Conditions of Award—see the following link:
<https://www.dol.gov/agencies/eta/grants/resources>.

2. Other Legal Requirements

a. Religious Activities

The Department notes that the Religious Freedom Restoration Act (RFRA), 42 U.S.C. § 2000bb, applies to all federal law and its implementation. If an applicant organization is a faith-based organization that makes hiring decisions on the basis of religious belief, it may be

entitled to receive federal financial assistance under this grant solicitation and maintain that hiring practice. As stated in 29 CFR 2.32(a), religious organizations are eligible on the same basis as any other organization, to seek DOL support or participate in DOL programs for which they are otherwise eligible. Guidance from DOL is found at <https://www.dol.gov/agencies/oasam/grants/religious-freedom-restoration-act/guidance>.

b. Lobbying or Fundraising the U.S. Government with Federal Funds

In accordance with Section 18 of the Lobbying Disclosure Act of 1995 (Public Law 104-65) (2 U.S.C. § 1611), non-profit entities incorporated under Internal Revenue Service Code section 501(c)(4) that engage in lobbying activities are not eligible to receive federal funds and grants. No activity, including awareness-raising and advocacy activities, may include fundraising for, or lobbying of, U.S. federal, state, or local governments (see 2 CFR Part 200.450 for more information).

c. Transparency Act Requirements

You must ensure that you have the necessary processes and systems in place to comply with the reporting requirements of the Federal Funding Accountability and Transparency Act of 2006 (Pub. Law 109-282, as amended by the Government Funding Transparency Act of 2008, Pub. Law 110-252, Title VI, Chap. 2, Sec. 6202), as follows.

- Except for those excepted from the Transparency Act under sub-paragraphs 1, 2, and 3 below, you must ensure that you have the necessary processes and systems in place to comply with the subaward and executive total compensation reporting requirements of the Transparency Act, should you receive funding.
- Upon award, you will receive detailed information on the reporting requirements of the Transparency Act, as described in 2 CFR Part 170, Appendix A, which can be found at <https://www.govinfo.gov/content/pkg/CFR-2021-title2-vol1/pdf/CFR-2021-title2-vol1-part170-appA.pdf>.

The following types of awards are not subject to the Federal Funding Accountability and Transparency Act.

1. Federal awards to individuals who apply for or receive federal awards as natural persons (e.g., unrelated to any business or non-profit organization he or she may own or operate in his or her name);
2. Federal awards to entities that had a gross income, from all sources, of less than \$300,000 in the entities' previous tax year; and
3. Federal awards, if the required reporting would disclose classified information.

d. Safeguarding Data Including Personally Identifiable Information (PII)

Applicants submitting applications in response to this FOA must recognize that confidentiality of PII and other sensitive data is of paramount importance to the Department of Labor and must be observed except where disclosure is allowed by the prior written approval of the Grant Officer or by court order. By submitting an application, you are assuring that all data exchanges conducted through or during the course of performance of this grant will be conducted in a manner consistent with applicable federal law and [TEGL](#)

[39-11](#) (issued June 28, 2012). All such activity conducted by ETA and/or recipient(s) will be performed in a manner consistent with applicable state and federal laws.

By submitting a grant application, you agree to take all necessary steps to protect such confidentiality by complying with the following provisions that are applicable in governing the handling of confidential information: You must ensure that PII and sensitive data developed, obtained, or otherwise associated with DOL/ETA funded grants is securely transmitted.

- i. To ensure that such PII is not transmitted to unauthorized users, all PII and other sensitive data transmitted via e-mail or stored on CDs, DVDs, thumb drives, etc., must be encrypted using a Federal Information Processing Standards (FIPS) 140-2 compliant and National Institute of Standards and Technology (NIST) validated cryptographic module. You must not e-mail unencrypted sensitive PII to any entity, including ETA or contractors.
- ii. You must take the steps necessary to ensure the privacy of all PII obtained from participants and/or other individuals and to protect such information from unauthorized disclosure. You must maintain such PII in accordance with the ETA standards for information security described in TEGL NO. 39-11 and any updates to such standards we provide to you. Grantees who wish to obtain more information on data security should contact their Federal Project Officer.
- iii. You must ensure that any PII used during the performance of your grant has been obtained in conformity with applicable federal and state laws governing the confidentiality of information.
- iv. You further acknowledge that all PII data obtained through your ETA grant must be stored in an area that is physically safe from access by unauthorized persons at all times and the data will be processed using recipient-issued equipment, managed information technology (IT) services, and designated locations approved by ETA. Accessing, processing, and storing of ETA grant PII data on personally owned equipment, at off-site locations, (e.g., employee's home), and non-recipient managed IT services, (e.g., Yahoo mail), is strictly prohibited unless approved by ETA.
- v. Your employees and other personnel who will have access to sensitive/confidential/proprietary/private data must be advised of the confidential nature of the information, the safeguards required to protect the information, and that there are civil and criminal sanctions for noncompliance with such safeguards that are contained in federal and state laws.
- vi. You must have policies and procedures in place under which your employees and other personnel, before being granted access to PII, acknowledge their understanding of the confidential nature of the data and the safeguards with which they must comply in their handling of such data, as well as the fact that they may be liable to civil and criminal sanctions for improper disclosure.
- vii. You must not extract information from data supplied by ETA for any purpose not stated in the grant agreement.
- viii. Access to any PII created by the ETA grant must be restricted to only those employees of the grant recipient who need it in their official capacity to perform duties in connection with the scope of work in the grant agreement.

- ix. All PII data must be processed in a manner that will protect the confidentiality of the records/documents and is designed to prevent unauthorized persons from retrieving such records by computer, remote terminal, or any other means. Data may be downloaded to, or maintained on, mobile or portable devices only if the data are encrypted using NIST validated software products based on FIPS 140-2 encryption. In addition, wage data may be accessed only from secure locations.
- x. PII data obtained by the recipient through a request from ETA must not be disclosed to anyone but the individual requestor, except as permitted by the Grant Officer or by court order.
- xi. You must permit ETA to make onsite inspections during regular business hours for the purpose of conducting audits and/or conducting other investigations to assure that you are complying with the confidentiality requirements described above. In accordance with this responsibility, you must make records applicable to this Agreement available to authorized persons for the purpose of inspection, review, and/or audit.
- xii. You must retain data received from ETA only for the period of time required to use it for assessment and other purposes, or to satisfy applicable federal records retention requirements, if any. Thereafter, you agree that all data will be destroyed, including the degaussing of magnetic tape files and deletion of electronic data.

e. Record Retention

You must follow federal guidelines on record retention, which require that you maintain all records pertaining to grant activities for a period of at least three years from the date of submission of the final expenditure report. See 2 CFR Part 200.333-.337 for more specific information, including information about the start of the record retention period for awards that are renewed quarterly or annually, and when the records must be retained for more than three years.

f. Use of Contracts and Subawards

You must abide by the following definitions of contract, contractor, subaward, and subrecipient.

Contract: Contract means a legal instrument by which a non-federal entity (defined as a state or local government, Indian tribe, institution of higher education (IHE), non-profit organization, for-profit entity, foreign public entity, or a foreign organization that carries out a federal award as a recipient or subrecipient) purchases property or services needed to carry out the project or program under a federal award. The term as used in this FOA does not include a legal instrument, even if the non-federal entity considers it a contract, when the substance of the transaction meets the definition of a federal award or subaward (see definition of Subaward below).

Contractor: Contractor means an entity that receives a contract as defined above in Contract.

Subaward: Subaward means an award provided by a pass-through entity (defined as a non-federal entity that provides a subaward to a subrecipient to carry out part of a federal program) to a subrecipient for the subrecipient to carry out part of a federal award received by the pass-through entity. 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 pass-through entity considers a contract.

Subrecipient: Subrecipient means a non-federal entity that receives a subaward from a pass-through entity to carry out part of a federal program but does not include an individual that is a beneficiary of such program. A subrecipient may also be a recipient of other federal awards directly from a federal awarding agency.

You must follow the provisions at 2 CFR 200.330-.332 regarding subrecipient monitoring and management. Also see 2 CFR Part 200.308(c)(6) regarding prior approval requirements for subawards. When awarding subawards, you are required to comply with provisions on government-wide suspension and debarment found at 2 CFR Part 180 and codified at 2 Part CFR Part 2998.

g. Closeout of Grant Award

Any entity that receives an award under this Announcement must close its grant with ETA at the end of the final year of the grant. Information about this process may be found in ETA's Grant Closeout FAQ located at <https://www.dol.gov/sites/dolgov/files/ETA/grants/pdfs/GCFAQ.pdf>.

3. Other Administrative Standards and Provisions

Except as specifically provided in this FOA, our acceptance of an application and an award of federal funds to sponsor any programs(s) does not provide a waiver of any grant requirements and/or procedures. For example, the OMB Uniform Guidance requires that an entity's procurement procedures ensure that all procurement transactions are conducted, as much as practical, to provide full and open competition. If an application identifies a specific entity to provide goods or services, the award does not provide the justification or basis to sole source the procurement (i.e., avoid competition).

4. Special Program Requirements

a. ETA Evaluation

As a condition of grant award, grantees are required to participate in a formal 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). We may require applicants to collect data elements to aid the evaluation. As a part of the evaluation, as a condition of award, grantees must agree to: (1) make records available to the evaluation contractor on participants, employers, and funding; (2) provide access to program operating personnel, participants, and operational and financial records, and any other relevant documents to calculate program costs and benefits; and (3) in the case of an impact analysis, facilitate the assignment by lottery of participants to program services, including the possible increased recruitment of potential participants; and (4) follow evaluation procedures as specified by the evaluation contractor under the direction of DOL.

To better understand our evaluation processes and stay informed about upcoming webinars, we encourage you to join the [Evaluation and Research Hub's Community of Practice](#). You can also explore the Department of Labor's Chief Evaluation Office's [Clearinghouse for Labor Evaluation and Research \(CLEAR\)](#) webpage. CLEAR collects research on jobs and training programs to assist decision-makers and the public in improving these programs through evidence-based practices.

b. Performance Goals

Please note that applicants will be held to outcomes provided, and 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.

C. REPORTING

You must meet DOL reporting requirements. Specifically, you must submit the reports and documents listed below to DOL electronically.

1. Quarterly Financial Reports

A Quarterly Financial Status Report (ETA 9130) is required until such time as all funds have been expended or the grant period has expired. For guidance on ETA's financial reporting, reference TEGL 16-22 and our webpage at <https://www.dol.gov/agencies/eta/grants/management/reporting>.

2. Quarterly Performance Reports

The grantee must submit a quarterly performance report by the 15th day of the second month after each calendar-year quarter. The report must include quarterly information on interim indicators and performance goals. The last quarterly progress report will serve as the grant's Final Performance Report. This report must provide both quarterly and cumulative information on the grant performance. Submission requirements will be provided to grantees upon award. We will also provide you with guidance about the data and other information that is required to be collected and reported on either a regular basis or special request basis.

3. Quarterly Narrative Performance Reports

In addition to the Quarterly Performance Report, the grantee must submit the Joint Quarterly Narrative Performance Report Template (ETA 9179) progress report by the 15th day of the second month after each calendar year quarter during which the grant is within the period of performance for the award. The report includes quarterly information regarding accomplishments, including project success stories, upcoming grant activities, and promising approaches and processes, as well as progress toward performance outcomes, including updates on product, curricula, and training development.

VII. AGENCY CONTACTS

For further information about this FOA, please email dfandp_awards@dol.gov. Applicants must include with their questions, a specific reference to the FOA number, as well as include a contact

name and email address. This Announcement is available on the ETA website at <https://www.dol.gov/agencies/eta/grants> and at <https://www.grants.gov>.

VIII. OTHER INFORMATION

A. WEB-BASED RESOURCES

DOL maintains a number of web-based resources that may be of assistance to applicants. These include the CareerOneStop portal (<https://www.careeronestop.org>), which provides national and state career information on occupations; the Service Locator function within the CareerOneStop webpage which provides a directory of the nation's American Job Centers, also known as one-stop centers, (<https://www.careeronestop.org/LocalHelp/service-locator.aspx>); and the Occupational Information Network (O*NET) Online (<https://online.onetcenter.org>), which provides occupational competency profiles.

B. INDUSTRY COMPETENCY MODELS AND CAREER CLUSTERS

ETA supports an Industry Competency Model Initiative to promote an understanding of the skill sets and competencies that are essential to an educated and skilled workforce. A competency model is a collection of competencies that, taken together, define successful performance in a particular work setting. Competency models serve as a starting point for the design and implementation of workforce and talent development programs. To learn about the industry-validated models, visit the Competency Model Clearinghouse (CMC) at <https://www.careeronestop.org/CompetencyModel>. The CMC site also provides tools to build or customize industry models, as well as tools to build career ladders and career lattices for specific regional economies.

C. WORKFORCEGPS RESOURCES

We encourage you to view the information on workforce resources gathered through consultations with federal agency partners, industry stakeholders, educators, and local practitioners, and made available on WorkforceGPS at <https://www.workforcegps.org>.

We encourage you to view the online tutorials, “Grant Applications 101: A Plain English Guide to ETA Competitive Grants,” and “Grants Application 101: Budgetary Forms - SF-424, 424A, 424B, and Budget Narrative” available through WorkforceGPS at <https://grantsapplicationandmanagement.workforcegps.org/resources/2022/05/10/15/23/How-to-Apply-for-a-Grant>.

We created Workforce System Strategies to make it easier for the public workforce system and its partners to identify effective strategies and support improved customer outcomes. The collection highlights strategies informed by a wide range of evidence, such as experimental studies and implementation evaluations, as well as supporting resources, such as toolkits. We encourage you to review these resources by visiting <https://strategies.workforcegps.org>.

We created a technical assistance portal at <https://grantsapplicationandmanagement.workforcegps.org/> that contains online training and resources for fiscal and administrative issues. Online trainings available include, but are not

limited to, Introduction to Grant Applications and Forms, Indirect Costs, Cost Principles, and Accrual Accounting.

D. SKILLSCOMMONS RESOURCES

SkillsCommons (<https://www.skillscommons.org>) offers an online library of curriculum and related training resources to obtain industry-recognized credentials in manufacturing, IT, healthcare, energy, and other industries. The website contains thousands of Open Educational Resources (OER) for job-driven workforce development, which were produced by grantees funded through DOL’s Trade Adjustment Assistance Community College and Career Training (TAACCCT) program. Community colleges and other training providers across the nation can reuse, revise, redistribute, and reorganize the OER on SkillsCommons for institutional, industry, and individual use.

IX. OMB INFORMATION COLLECTION

OMB Information Collection No 1225-0086, Expires July 31, 2025.

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 50 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

Send comments about the burden estimated or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Labor, to the attention of the Departmental Clearance Officer, 200 Constitution Avenue NW, Room N1301, Washington, D.C. 20210. Comments may also be emailed to: DOL_PRA_PUBLIC@dol.gov.

PLEASE DO NOT RETURN YOUR GRANT APPLICATION TO THIS ADDRESS. SEND ONLY COMMENTS ABOUT THE BURDEN CAUSED BY THE COLLECTION OF INFORMATION TO THIS ADDRESS. SEND YOUR GRANT APPLICATION TO THE SPONSORING AGENCY AS SPECIFIED EARLIER IN THIS ANNOUNCEMENT.

This information is being collected for the purpose of awarding a grant. DOL will use the information collected through this “Funding Opportunity Announcement” to ensure that grants are awarded to the applicants best suited to perform the functions of the grant. This information is required to be considered for this grant.

APPENDIX A

SUGGESTED TEMPLATE: WORK PLAN

Goal 1	Goal Activities	Responsible Project Staff or Partner	Milestones	Final (or Mid) Deliverables and Outcomes	Timeframe	Expected Completion Date
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	Activity 1		Milestone 1		Year 1	Year 3
	Activity 2		Milestone 2		Year 1	Year 3
	Activity 3		Milestone 3		Year 1	Year 3

Goal 2	Goal Activities	Responsible Project Staff or Partner	Milestones	Final (or Mid-Grant) Deliverables and Outcomes	Timeframe	Expected Completion Date
	Activity 1		Milestone 1		Year 2	Year 3
	Activity 2		Milestone 2		Year 2	Year 3
	Activity 3		Milestone 3		Year 2	Year 3