

**The Department of Homeland Security (DHS)  
Notice of Funding Opportunity (NOFO)  
Cybersecurity Workforce Development and Training Pilot for Underserved Communities**

**NOTE: If you are going to apply for this funding opportunity and have not obtained a Data Universal Numbering System (DUNS) number and/or are not currently registered in the System for Award Management (SAM), please take immediate action to obtain a DUNS Number, if applicable, and then to register immediately in SAM. It may take 4 weeks or more after you submit your SAM registration before your registration is active in SAM, then an additional 24 hours for Grants.gov to recognize your information. Information on obtaining a DUNS number and registering in SAM is available from Grants.gov at: <http://www.grants.gov/web/grants/register.html>. Detailed information regarding DUNS and SAM is also provided in Section D of this NOFO.**

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## **A. Program Description**

### **1. Issued By**

U.S. Department of Homeland Security (DHS), Cybersecurity and Infrastructure Security Agency (CISA)

### **2. Assistance Listings (formerly Catalog of Federal Domestic Assistance (CFDA) Number)**

97.127

### **3. Assistance Listings Title (formerly CFDA Title)**

Cybersecurity Education and Training

### **4. Funding Opportunity Title**

Cybersecurity Workforce Development and Training Pilot for Underserved Communities

### **5. Funding Opportunity Number**

*DHS-21-CISA-127-CWDT001*

### **6. Authorizing Authority for Program**

Section 102(b)(2) of the Homeland Security Act of 2002, as amended (6 U.S.C. § 112 (b)(2)).

### **7. Appropriation Authority for Program**

Public Law 116-260 Consolidated Appropriations Act, 2021. Division F – Department of Homeland Security Appropriations Act, 2021. Title III Protection, Preparedness, Response, and Recovery, Cybersecurity and Infrastructure Security Agency.

### **8. Announcement Type**

Initial

### **9. Program Overview, Objectives, and Priorities**

#### **Program Overview**

The nature of the cybersecurity threat to America is growing, and our nation's cyber adversaries move with speed and stealth. In alignment with the [Department of Homeland Security's Strategic Plan for Fiscal Years 2020-2024](#), it is imperative to not only secure cyberspace and critical infrastructure, but we must also strengthen our preparedness and resilience. We therefore must ensure equal access to professional development opportunities to fill the current near half million cyber vacancies across our country and to prevent future shortages that threaten our ability to compete. The Cybersecurity and Infrastructure Security Agency (CISA), Cyber Defense Education & Training (CDET) is committed to strengthening the nation's Federal and national cybersecurity workforce through standardizing roles and helping to ensure we have well-trained cybersecurity professionals today as well as a strong pipeline of future cybersecurity leaders tomorrow.

Strengthening our cybersecurity workforce requires diverse perspectives from communities that represent America. Increasing the number of cybersecurity professionals within underserved communities is key to the success of our nation. These professionals are critical in both private industry and the government for the security of the nation. Furthermore, the retention of individuals with these skills is an important element in the development of our Nation's cybersecurity workforce. As the nation responds to ongoing rapid technological changes and advances, the non-traditional workforce system plays an essential part in providing a skilled workforce to fill critical shortages. Non-traditional technical training providers (NTTPs) are entities that actively provide cybersecurity training, internships, apprenticeships, and/or other hands-on exposure to meet the dynamic needs of the cybersecurity workplace. To remain competitive, our nation will need to reimagine how it educates and trains entry-level cyber professionals.

CDET seeks to award a new cooperative agreement for a pilot titled "Cybersecurity Workforce Development and Training Pilot for Underserved Communities" in fiscal year 2021. The activities contemplated in this agreement advance CISA's mission as defined in authorities within the Homeland Security Act of 2002, as amended by the Cybersecurity and Infrastructure Security Agency Act of 2018, specifically as it relates to providing shared situational awareness to enable real-time, integrated, and operational actions across the Federal Government and non-Federal entities to address cybersecurity risks and incidents. The activities contemplated in the agreement directly support the Department of Homeland Security mission areas to safeguard and secure cyberspace. This cooperative agreement seeks to fund applicants to develop a scalable and replicable proof of concept that can respond to cyber eco-system challenges.

This cooperative agreement also seeks to leverage the unrealized cybersecurity talent of underserved communities through established or emerging non-traditional technical training providers that create or enhance existing entry-level training and apprenticeship programs. Additionally, to optimize and expand existing cybersecurity training and apprenticeship programs, the development and implementation of a comprehensive cybersecurity pathways retention strategy to address apprenticeship-to-placement engagement, is needed. Expanding apprenticeships helps the Federal government, state, local, tribal, and territorial (SLTT) entities, as well as, traditional employers with their current and future workforce needs. Applicants will work collaboratively to align resources in response to workforce demand and to offer innovative job training solutions that generate positive outcomes and results.

Eligible non-traditional technical training providers applying for this cooperative agreement must be nonprofit organizations. Eligible participants served through this cooperative agreement program must be at least 17 years old. Among the individuals eligible to receive training, those of interest include individuals from underserved communities seeking full-time employment into entry-level skilled cybersecurity positions.

### **Program Objectives**

All applicants should clearly state how the following objectives would be addressed in the proposed pilot:

- Objective 1: Develop and implement a comprehensive cybersecurity pathways retention strategy to address apprenticeship-to-placement engagement.
- Objective 2: Deliver entry-level cybersecurity training covering both national and regional cybersecurity challenges to underserved communities through the development of an engaging training hub (virtual or a hybrid combination of virtual and in-person) connecting participants and employers, in one or more CISA regions.
- Objective 3: Develop and implement an apprenticeship program for entry-level cybersecurity professionals, in one or more CISA regions.
- Objective 4: Decrease the cybersecurity workforce shortage by placing apprenticeship graduates into entry-level cybersecurity jobs, in one or more CISA regions.

### **Program Priorities**

- Participants are selected from underserved communities
- Participants complete a NICE Framework-mapped cybersecurity training curriculum
- Participants are competitive and selected for apprenticeships
- Participants are competitive and selected for entry-level cybersecurity jobs
- Applicant reaches participants and employers in one or more CISA regions
- Applicant provides a sharable NICE Framework-mapped training curriculum
- Applicant submits proof of concept with recommendations to replicate on larger scale

## **10. Performance Measures**

See Appendix C

## **B. Federal Award Information**

- 1. **Available Funding for the NOFO:** Up to \$2,000,000.00 total
- 2. **Projected number of Awards (Optional):** Up to 2 (approx. \$1,000,000 per award)
- 3. **Period of Performance:** 36 months
- 4. **Projected Period of Performance Start Date(s):** 10/01/2021
- 5. **Projected Period of Performance End Date(s):** 09/30/2024

## 6. Funding Instrument Type:

Cooperative Agreement

DHS will exercise substantial programmatic involvement through this cooperative agreement. This includes conducting site visits and quarterly monitoring of project progress; providing technical assistance; overseeing agency review and approval required at the completion of one stage of the work prior to moving on to subsequent phases; reviewing and approving of sub-grants that exceed standard regulatory approvals; work plans or modifications thereto; holding kickoff meetings; conducting bi-annual programmatic reviews; coordinating standards development and self-certification activities.

## C. Eligibility Information

Non-traditional technical training providers (NTTPs) are entities that actively provide cybersecurity training, internships, apprenticeships, and/or other hands-on exposure to meet the dynamic needs of the cybersecurity workplace. Eligible non-traditional technical training providers applying for this cooperative agreement must be nonprofit organizations.

### 1. Eligible Applicants

- a. Nonprofit organizations, other than institutions of higher education, described under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from tax under section 501(a) of such code.
- b. Nonprofit organizations, other than institutions of higher education, that are *not* described under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from tax under section 501(a) of such code.

### 2. Applicant Eligibility Criteria

- a. **Target Community.** Applicants must have experience delivering training targeting underserved communities. Examples of underserved communities are women, people with different physical and cognitive abilities, indigenous, rural, LGBTQ+, and racial/ethnic minorities.
- b. **Past Performance.** It is not a requirement to have a fully established apprenticeship program prior to the time of applying to this cooperative agreement. Past performance in delivering cybersecurity training is required.
- c. **Deadlines.** DHS will not accept late applications. Without exception, applications must be received by Grants.gov on or before the deadline in this announcement or they will not be considered.

- d. **Application Relevance.** Applications that do not address the purpose of this announcement will not be considered.
- e. **Compliance and Completeness.** Applications must substantially comply with the application submission instructions and requirements in this announcement or they will not be considered.
- f. **Funding Limits.** Applications exceeding the funding limits will not be considered.

### **3. Required Partners**

We encourage applicants to forge robust partnerships to implement the cooperative agreement and to sustain activities beyond the performance period. To ensure that projects have strong and sustained employer engagement, applicants are required to partner with at least two employers or industry/trade associations that align with the needs of employers with entry-level skilled cybersecurity needs. An industry/trade association, also known as an industry trade group, business association, sector association, or industry body, is an organization founded and funded by businesses that operate in a specific industry. The employer partner(s) will play an important role in supporting grant success with respect to employer engagement and career pathways.

### **4. Optional Partners**

We strongly encourage applicants to collaborate with other partners that can support and advance the work of bolstering the cybersecurity workforce. These include state, local, tribal, and territorial entities. Other organizations include those functioning as workforce and industry intermediaries (including entities such as workforce development entities, labor-management organizations, community-based organizations, and industry associations, which help broker local, regional, and national workforce solutions); foundations and philanthropic organizations; Federal agencies; providers of supportive and specialized services; and disability service providers.

### **4. Cost Share or Match**

There is no cost share requirement for this program. There is no preference factor if an applicant voluntarily shares or matches costs.

### **5. Eligible Participants**

The intent of this cooperative agreement is to fund a pilot program which will enable non-traditional technical training provider(s) to provide in-demand training to individuals who will gain the skills and competencies required to enter entry-level skilled cybersecurity jobs. Eligible participants served through this cooperative agreement program must be at least 17 years old. Among the individuals eligible to receive training, those of particular interest in this cooperative agreement are those that specifically from underserved communities seeking full-time employment into entry-level skilled cybersecurity positions.

Where individuals lack previous cybersecurity training and/or experience, it should not be a barrier to participating in this pilot.

**D. Application and Submission Information**

**1. Key Dates and Times**

- a. **Application Start Date:** 07/13/2021
- b. **Application Submission Deadline:** 08/25/2021 at 11:59:59 PM ET
- c. **Anticipated Funding Selection Date:** No later than 09/17/2021
- d. **Anticipated Award Date:** No later than 09/24/2021
- e. **Other Key Dates**

<b>Event</b>	<b>Suggested Deadline for Completion</b>
Obtaining DUNS Number	07/06/2021
Obtaining a valid EIN	07/06/2021
Updating SAM registration	07/06/2021
Starting application in Grants.gov	07/26/2021

**2. Agreeing to Terms and Conditions of the Award**

By submitting an application, applicants agree to comply with the requirements of this NOFO and the terms and conditions of the award, should they receive an award.

**3. Address to Request Application Package**

Application forms and instructions are available at Grants.gov. To access these materials, go to <http://www.grants.gov>.

For a hardcopy of the full NOFO, please write to:

Sean Lilly, Grants Officer  
sean.lilly@hq.dhs.gov,

In addition, the following Telephone Device for the Deaf (TDD) and/or Federal Information Relay Service (FIRS) number available for this Notice is: 1-800-518-4726 (Grants.gov Help Desk).

Applications will be processed through the Grants.gov portal.

**4. Steps Required to Submit an Application, Unique Entity Identifier, and System for Award Management (SAM)**

To apply for an award under this program, all applicants must:



- a. Apply for, update, or verify their Data Universal Numbering System (DUNS) Number from Dun & Bradstreet (D&B) and Employer ID Number (EIN)
- b. In the application, provide a valid Data Universal Numbering System DUNS number, which is currently the unique entity identifier;
- c. Have an account with [login.gov](https://login.gov);
- d. Register for, update, or verify their SAM account and ensure the account is active before submitting the application;
- e. Create a Grants.gov account;
- f. Add a profile to a Grants.gov account;
- g. Establish an Authorized Organizational Representative (AOR) in Grants.gov;
- h. Submit an initial application in Grants.gov;
- i. Continue to maintain an active SAM registration with current information, including information on a recipient's immediate and highest level owner and subsidiaries, as well on all predecessors that have been awarded a Federal contract or grant within the last 3 years, if applicable, at all times during which it has an active federal award or an application or plan under consideration by a federal awarding agency.

Applicants are advised that DHS may not make a federal award until the applicant has complied with all applicable DUNS and SAM requirements. Therefore, an applicant's SAM registration must be active not only at the time of application, but also during the application review period and when DHS is ready to make a federal award. Further, as noted above, an applicant's or recipient's SAM registration must remain active for the duration of an active federal award. If an applicant's SAM registration is expired at the time of application, expires during application review, or expires any other time before award, DHS may determine that the applicant is not qualified to receive a federal award and use that determination as a basis for making a federal award to another applicant.

## **5. Electronic Delivery**

DHS is participating in the Grants.gov initiative to provide the grant community with a single site to find and apply for grant funding opportunities. DHS encourages or requires applicants to submit their applications online through Grants.gov, depending on the funding opportunity. For this funding opportunity, the DHS Grants and Financial Assistance Division requires applicants to submit applications through Grants.gov.

## **6. How to Register to Apply through Grants.gov**

*a. Instructions:* Registering in Grants.gov is a multi-step process. Read the instructions below about registering to apply for DHS funds. Applicants should read the registration instructions carefully and prepare the information requested before beginning the registration process. Reviewing and assembling the required information before beginning the registration process will alleviate last-minute searches for required information.

The registration process can take up to four weeks to complete. Therefore, registration should be done in sufficient time to ensure it does not impact your ability to meet required application submission deadlines.

Organizations must have a Data Universal Numbering System (DUNS) Number, active System for Award Management (SAM) registration, and Grants.gov account to apply for grants. If individual applicants are eligible to apply for this grant funding opportunity, then you may begin with step 3, Create a Grants.gov account, listed below.

Creating a Grants.gov account can be completed online in minutes, but DUNS and SAM registrations may take several weeks. Therefore, an organization's registration should be done in sufficient time to ensure it does not impact the entity's ability to meet required application submission deadlines. Complete organization instructions can be found on Grants.gov here:

<https://www.grants.gov/web/grants/applicants/organization-registration.html>

- 1) *Obtain a DUNS Number:* All entities applying for funding, including renewal funding, must have a DUNS number from Dun & Bradstreet (D&B). Applicants must enter the DUNS number in the data entry field labeled "Organizational DUNS" on the SF-424 form.

For more detailed instructions for obtaining a DUNS number, refer to:

<https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html>

- 2) *Register with SAM:* All organizations applying online through Grants.gov must register with the System for Award Management (SAM). Failure to register with SAM will prevent your organization from applying through Grants.gov. SAM registration must be renewed annually.

For more detailed instructions for registering with SAM, refer to:

<https://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html>

- 3) *Create a Grants.gov Account:* The next step is to register an account with Grants.gov. Follow the on-screen instructions or refer to the detailed instructions here: <https://www.grants.gov/web/grants/applicants/registration.html>
- 4) *Add a Profile to a Grants.gov Account:* A profile in Grants.gov corresponds to a single applicant organization the user represents (i.e., an applicant) or an individual applicant. If you work for or consult with multiple organizations and have a profile for each, you may log in to one Grants.gov account to access all of your grant applications. To add an organizational profile to your Grants.gov

account, enter the DUNS Number for the organization in the DUNS field while adding a profile.

For more detailed instructions about creating a profile on Grants.gov, refer to: <https://www.grants.gov/web/grants/applicants/registration/add-profile.html>

- 5) *EBiz POC Authorized Profile Roles*: After you register with Grants.gov and create an Organization Applicant Profile, the organization applicant's request for Grants.gov roles and access is sent to the EBiz POC. The EBiz POC will then log in to Grants.gov and authorize the appropriate roles, which may include the AOR role, thereby giving you permission to complete and submit applications on behalf of the organization. You will be able to submit your application online any time after you have been assigned the AOR role.

For more detailed instructions about creating a profile on Grants.gov, refer to: <https://www.grants.gov/web/grants/applicants/registration/authorize-roles.html>

- 6) *Track Role Status*: To track your role request, refer to: <https://www.grants.gov/web/grants/applicants/registration/track-role-status.html>
- 7) *Electronic Signature*: When applications are submitted through Grants.gov, the name of the organization applicant with the AOR role that submitted the application is inserted into the signature line of the application, serving as the electronic signature. The EBiz POC **must** authorize people who are able to make legally binding commitments on behalf of the organization as a user with the AOR role; **this step is often missed, and it is crucial for valid and timely submissions.**

## 7. How to Submit an Application to DHS 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 each NOFO, you can create individual instances of a workspace.

Below is an overview of applying on Grants.gov. For access to complete instructions on how to apply for opportunities using Workspace, refer to: <https://www.grants.gov/web/grants/applicants/workspace-overview.html>

- a. *Create a Workspace*: Creating a workspace allows you to complete it online and route it through your organization for review before submitting.

- b. *Complete a Workspace:* Add participants to the workspace to work on the application together, complete all the required forms online or by downloading PDF versions, and check for errors before submission. The Workspace progress bar will display the state of your application process as you apply. As you apply using Workspace, you may click the blue question mark icon near the upper-right corner of each page to access context-sensitive help.
- c. *Adobe Reader:* If you decide not to apply by filling out webforms you can download individual PDF forms in Workspace. The individual PDF forms can be downloaded and saved to your local device storage, network drive(s), or external drives, then accessed through Adobe Reader.

NOTE: Visit the Adobe Software Compatibility page on Grants.gov to download the appropriate version of the software at:

<https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html>

- d. *Mandatory Fields in Forms:* In the forms, you will note fields marked with an asterisk and a different background color. These fields are mandatory fields that must be completed to successfully submit your application.
- e. *Complete SF-424 Fields First:* The forms are designed to fill in common required fields across other forms, such as the applicant name, address, and DUNS number. To trigger this feature, an applicant must complete the SF-424 information first. Once it is completed, the information will transfer to the other forms.
- f. *Submit a Workspace:* An application may be submitted through workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. Grants.gov recommends submitting your application package at least 24-48 hours prior to the close date to provide you with time to correct any potential technical issues that may disrupt the application submission.
- g. *Track a Workspace Submission:* After successfully submitting a workspace application, a Grants.gov Tracking Number (GRANTXXXXXXXX) is automatically assigned to the application. The number will be listed on the Confirmation page that is generated after submission. Using the tracking number, access the Track My Application page under the Applicants tab or the Details tab in the submitted workspace.

For additional training resources, including video tutorials, refer to:

<https://www.grants.gov/web/grants/applicants/applicant-training.html>

*Applicant Support:* Grants.gov provides applicants 24/7 support via the toll-free number 1-800-518-4726 and email at [support@grants.gov](mailto:support@grants.gov). For questions related to the specific grant

opportunity, contact the number listed in the application package of the grant you are applying for.

If you are experiencing difficulties with your submission, it is best to call the Grants.gov Support Center and get a ticket number. The Support Center ticket number will assist DHS with tracking your issue and understanding background information on the issue.

## **8. Timely Receipt Requirements and Proof of Timely Submission**

*Online Submission.* All applications must be received by 11:59 P.M. Eastern time on the due date established for each program. Proof of timely submission is automatically recorded by Grants.gov. An electronic date/time stamp is generated within the system when the application is successfully received by Grants.gov. The applicant with the AOR role who submitted the application will receive an acknowledgement of receipt and a tracking number (GRANTXXXXXXXX) from Grants.gov with the successful transmission of their application. This applicant with the AOR role will also receive the official date/time stamp and Grants.gov Tracking number in an email serving as proof of their timely submission.

When DHS successfully retrieves the application from Grants.gov, and acknowledges the download of submissions, Grants.gov will provide an electronic acknowledgment of receipt of the application to the email address of the applicant with the AOR role who submitted the application. Again, proof of timely submission shall be the official date and time that Grants.gov receives your application. Applications received by Grants.gov after the established due date for the program will be considered late and will not be considered for funding by DHS.

Applicants using slow internet, such as dial-up connections, should be aware that transmission can take some time before Grants.gov receives your application. Again, Grants.gov will provide either an error or a successfully received transmission in the form of an email sent to the applicant with the AOR role attempting to submit the application. The Grants.gov Support Center reports that some applicants end the transmission because they think that nothing is occurring during the transmission process. Please be patient and give the system time to process the application.

## **9. Content and Form of Application Submission**

All applications must submit all required forms and required documents listed in this section. Applications missing any of the required forms or documents listed in this section may not be considered for review. The Project Narrative is limited to 25 double-spaced single-sided 8.5 x 11 inch pages with Times New Roman 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 Budget and Budget Narrative do not count against the page limit requirements for the Project Narrative.

The following instructions provide all of the information needed to complete the Budget, Budget Narrative, and Project Narrative. Carefully read and consider each section, and include all required information in your Budget, Budget Narrative, and Project Narrative. The agency will evaluate the Budget, Budget Narrative, and Project Narrative using the evaluation criteria identified in Section F.1. You must use the same section headers identified below for each section of the Budget Narrative and Project Narrative. Total points used to evaluate the narratives equal 100 points.

### ***REQUIRED FORMS***

#### **10. Form SF-424 – Application for Federal Assistance**

Complete the SF-424 application form. This form may be completed on the Grants.gov website or it can be completed offline in its entirety.

NOTE: Applications submitted through Grants.gov must use the SF-424 provided by Grants.gov. The SF-424 application forms can only be viewed and downloaded once Adobe Reader has been installed. The SF-424 application form on Grants.gov is formatted so applicants are only required to complete fields which are indicated with an asterisk (\*) and color coded. Once the application is complete, close the document (you will then be prompted to save changes or not).

#### **11. Form SF-424A – Budget**

Complete the budget in its entirety. Provide budget amounts by object class (salaries, fringe, travel, indirect, etc.). Funds may be requested as long as the item and amount are necessary to perform the proposed work and are not precluded by the cost principles or program funding restrictions. Additional guidance on how to complete the Form SF-424A can be found at:

<http://www.grants.gov/web/grants/forms.html>.

### ***REQUIRED DOCUMENTS***

#### **12. Budget Narrative (10 points total)**

The Budget Narrative must provide a description of costs associated with each line item on the SF-424A. The Budget Narrative should also include a section describing any leveraged resources provided (as applicable) to support cooperative agreement activities. Leveraged resources are all resources, both cash and in-kind, in excess of this award. Applicants are encouraged to leverage resources to increase stakeholder investment in the project and

broaden the impact of the project itself. Each category should include the total cost for the period of performance. Use the following guidance for preparing the Budget Narrative. The Budget Narrative should detail the proposed use of pilot funds in achieving projected outcomes. The Budget Narrative should address how the funds allocated to each eligible activity will be spent and how costs were determined for the following cost purposes:

- a. **Planning Costs (2 points)** The Budget Narrative must identify the planning activities on which proposed costs will be spent each year. Provide detail on proposed activities.
- b. **Personnel and Contractual Costs (2 points)** The Budget Narrative must include any personnel costs including, employee fringe benefit costs, travel costs, and supplies. Additional items, such as, contractual costs for any goods and services must also be included.
- c. **Training Costs (4 points)** The Budget Narrative must provide detail on proposed numbers of apprenticeship selectees to be trained (pre-apprenticeship/entry-level cybersecurity training and hands on apprenticeship experience), number of days of training, location of training, outcomes expected.
- d. **Equipment Purchase Costs (2 points)** Each activity that proposes equipment purchase must provide a line-item cost breakout of equipment, including equipment description, unit cost, and quantity proposed for purchase. All equipment purchases will be reviewed by the Program Office.

**13. Program Narrative (90 points total)**

The Program Narrative must demonstrate the applicant's capability to implement the cooperative agreement pilot in accordance with the provisions of this announcement. It provides a comprehensive framework and description of all aspects of the proposed program. It must be succinct, self-explanatory, and well-organized so that reviewers can understand the proposed program. The application must include a program narrative that provides a detailed overview description of the proposed pilot and thoroughly addresses the objectives. Provide or describe the following:

- a. **Pilot Title (0 points)**  
Applicants must provide a title of this pilot as identified in this announcement.
- b. **Communities Served (10 points)**  
Applicants must provide a clear identification and description of the specific target communities that will be served through the pilot, as identified in Section D.1 Eligible Participants. The description of target communities must include demographic characteristics, skill levels, and an explanation of how the target community or communities will meet the requirements of this cooperative agreement.

**c. Jurisdictional and Geographic Area(s) (3 points)**

Applicants must provide the county or other equivalent jurisdiction in which the pilot is located and any other counties or jurisdictions that will benefit from this pilot.

**d. Eligibility Status (0 points)**

Applicants must provide information confirming its status as a nonprofit organizations, other than institutions of higher education, described under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from tax under section 501(a) of such code, or nonprofit organizations, other than institutions of higher education, that are *not* described under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from tax under section 501(a) of such code. Any of the following is acceptable evidence of nonprofit status: (a) a reference to the applicant organization's listing in the Internal Revenue Service's (IRS) most recent list of tax-exempt organizations described in section 501(c)(3) of the IRS Code; (b) a copy of a currently valid IRS tax exemption certificate; (c) a statement from a State taxing body, State Attorney General, or other appropriate State Official certifying that the applicant organization has a nonprofit status and that none of the net earnings accrue to any private shareholders or individuals; (d) a certified copy of the organization's certificate of incorporation or similar document that clearly establishes nonprofit status; (e) any of the above proof for a State or national parent organization and a statement signed by the parent organization that the applicant organization is a local nonprofit affiliate.

**e. Expected Pilot Outcomes (12 points)**

Applicants must clearly identify outcomes that the pilot will achieve as a direct result of the proposed activities. Applicants must propose to serve a specific number of participants based on the size of the award requested and local area considerations, such as employer demand and the community of the proposed service area. The outcomes must address the filling entry-level cybersecurity jobs by underserved communities, including risks. Outcomes are measurable characteristics that directly result from the implementation of specific pilot design activities.

Applicants must include numerical outcome projections for outcome measures 1-10, and percentage rates for outcome measures 11-12 identified below and defined in Appendix C. Applicants must provide raw numbers and percentages for each of the target outcome measures below; otherwise, they will not receive full points. Percent increases, or other types of data projections, are not acceptable. These will be three-year targets for the performance period of the cooperative agreement. Successful applicants will be required to provide updated annual and cumulative outcome targets throughout the performance period of the cooperative agreement. The Cybersecurity and Infrastructure Security Agency uses these annual targets to better track



performance and provide technical assistance support to help recipients meet their three-year outcome goals.

<b>PERFORMANCE OUTCOME MEASURES</b>		
	<b>Performance Outcomes</b>	<b>Targets</b>
1	<b>Total employers reached (annual and cumulative 3-year total)</b>	
2	<b>Total CISA regions where participants are enrolled in pre-apprenticeship activities (annual and cumulative 3-year total)</b>	
3	<b>Total CISA regions where participants are enrolled in apprenticeship activities (annual and cumulative 3-year total)</b>	
4	<b>Total participants reached (annual and cumulative 3-year total)</b>	
5	<b>Total participants enrolled in pre-apprenticeship training activities (annual and cumulative 3-year total)</b>	
6	<b>Total participants who complete pre-apprenticeship training activities (annual and cumulative 3-year total)</b>	
7	<b>Total participants enrolled in apprenticeship activities (annual and cumulative 3-year total)</b>	
8	<b>Total participants who complete apprenticeship activities (annual and cumulative 3-year total)</b>	
9	<b>Total participants who complete training and apprenticeship activities and receive an interview for employment (annual and cumulative 3-year total)</b>	

10	<b>Total number of participants who complete training and apprenticeship activities and obtain employment (annual and cumulative 3-year total)</b>	
11	<b>Total percentage of participants who complete training and apprenticeship activities and receive an interview for employment (annual and cumulative 3-year total)</b>	
12	<b>Total percentage of participants who complete training and apprenticeship activities and obtain employment (annual and cumulative 3-year total)</b>	

The performance outcomes table must be submitted as a separate attachment and does not count against the page limit of the Project Narrative.

**f. Proposed Pilot Design (45 points)**

Scoring under this criterion is based on how the proposed pilot’s design will be implemented. Applicants must describe a clear, realistic (plausible) plan in a narrative format. This includes proposed outreach, training, apprenticeship, and may also include supportive services designed to assist participants to successfully be hired into entry-level cybersecurity jobs. For the purposes of scoring, applicants must provide the following:

**i. Cybersecurity Pathways Retention Strategy (25 points)**

1. Thorough description of how the proposed training and apprenticeship activities for the pilot will meet the needs of employers, support the achievement of the proposed training and apprenticeship outcomes, and will lead to entry-level skilled cybersecurity jobs; (4 points)
2. Thorough description of the depth of the applicant’s experience in involving underserved communities and stakeholders to coordinate activities that lead to a successful training-apprenticeship-employment pathway, in cybersecurity in one or more [CISA Regions](#); (4 points)
3. Thorough description of recruiting strategies to meet the proposed number of participants and provide a thorough description of the assessment process to determine if individuals are an appropriate fit for the training and apprenticeship activities; (3 points)

4. Thorough and convincing description of how the proposed training and apprenticeship activities are appropriate for the target communities to be served, as described in Section D.1 Eligible Participants, and how the strategies will address skills, training gaps, and other needs of participants identified; (2 points)

5. Thorough description of how any partner organizations identified in Sections C.3 Required Partners and C.4 Optional Partners will support this pilot, and the process to ensure collaboration between the applicant, the applicant's partners who will aid in outreach, and other relevant partners in these activities. For full points, applicants must clearly demonstrate the active involvement of the required workforce partnership entities by attaching partnership agreements, organizational charters, or other types of signed agreements; (2 points)

6. Thorough explanation of how the outcome projections are feasible and appropriate numerical targets for the project design—specifically, detailing how the targets were derived and how the targets fit into the overall timeline of cooperative agreement implementation; (2 points)

7. Clear description of how pilot feedback and outcome measures can be collected in areas, potentially without internet access; (2 points)

8. Clear description of any additional measures (if identified) that support success in entry-level cybersecurity training, apprenticeship training, and job placement; (2 points)

9. Clear description of how the proposal can generate best practices and lessons learned for other underserved communities with similar needs; (2 points)

10. The extent to which the participant is relieved of any financial burden or is compensated; (2 points)

**ii. Training Hub Design (20 points)**

1. A clear description of the training hub's design, which must be either virtual or a hybrid combination of virtual and in-person, and how it will increase engagement by connecting participants and employers, in one or more CISA regions; (2 points)

2. Clear description of how the proposed training hub will successfully promote cybersecurity training and employment opportunities to one or

more underserved communities, including though an online web presence; (2 points)

3. A clear description of how the proposed training hub design will be used to deliver entry-level cybersecurity training (covering both national and regional cybersecurity challenges) to underserved communities; (2 points)

4. Clear description of the mix of training and apprenticeship strategies, including the number of courses, which will be used to serve the targeted communities. This includes identifying training strategies such as Customized Cohort Training, Registered Apprenticeships, Industry-Recognized Apprenticeships, and other types of training; (2 points)

5. Clear description of planned and sequenced coursework, training, and apprenticeship experience that leads to competitive skills for the attainment of entry-level cybersecurity jobs; (2 points)

6. Thorough explanation of innovative delivery of education and training that reflects the use of current technology-enabled strategies and, where appropriate, leverages existing standards, assessments, and curricula that have proven effectiveness; (2 points)

7. Clear description of how participants' knowledge, skills, and abilities throughout the training and apprenticeship pilot will be measured, given the parameters of a virtual or hybrid in-person design; (2 points)

8. Clear description of how the curricula and training strategies will be updated over time as employers' needs change. (2 points)

9. A description of how the proposal will provide sharable versions of NICE Framework-mapped curricula used for this pilot. (2 points)

10. A clear description of how employers are matched to the participants who have successfully completed the training and apprenticeship programming. (2 points)

**g. Work Plan (5 points)**

Scoring under this criterion is based on a clear and complete identification of project goals, milestones, key activities, and key partners of the proposed pilot program.

- i. Narrative description that clearly identifies the overall project goals and short-term, mid-term, and long-term milestones for developing a

comprehensive pilot program for training, apprenticeship, and employment placement activities. The narrative description must demonstrate that milestones are reasonable based on the pilot design. The work plan must be submitted as a separate attachment and does not count against the page limit of the Program Narrative (see Appendix B for an example work plan). The work plan must include all of the following:

1. Program goals, which are the overarching achievements that will be pursued; (2 points)
2. Milestones, which are key markers of cooperative agreement progress, expressed in the form of an action or event marking a significant change or stage in development; (1 point)
3. Key activities, including timeframes for development or modification of training, apprenticeship, and employment placement activities; (1 point) and
4. Key partner(s) identified for key activities. (1 point)

**h. Past Performance (10 points)**

Organizations will receive points based on past performance data. Applicants must use the information below and provide the applicable past performance information.

- i. Full description of the applicant's capacity to lead the development training, apprenticeship, and employment placement activities within at least one local/regional area during the performance period for the cooperative agreement. This could include evidence of the applicant or a partner managing federally and/or non-federally funded assistance agreements leading engagement strategies, or other activities similar in size, scope, and relevance to the proposed project within the last five years, as of the closing date of this Announcement; (2 points)
- ii. Demonstration that partners have experience in developing training and apprenticeship programs for the target communities identified in Section C.2 Applicant Eligibility Criteria, and enrolling participants in training programs, including securing employment placements for entry-level or higher-skilled jobs; (2 points) and
- iii. Applicants must submit, as part of their past performance, the total cooperative agreement amount, and the percentage of cooperative agreement funds spent during the original period of performance for their most recently completed grant or cooperative agreement, where

applicable. Applicants will receive points for their spending rate. (4 points)

- Applicants that expended at least 98 percent of the grant funds for their most recently completed grant will receive 4 points.
- Applicants that expended at least 80 percent but less than 98 percent of the grant funds for their most recently completed grant will receive 2 points.
- Applicants that expended less than 80 percent of the grant funds for their most recently completed grant will receive 0 points.

iv. Applicants must provide past performance data for outcomes achieved in past similarly, related initiatives. (2 points)

NOTE: Documentation shall include:

- Grantor name and contact information
- Project/program information
- Grant objectives
- Performance goals
- Spending rate analysis
- Overall objectives of the grant
- Community served
- Funding amount
- Total number of participants who complete training and apprenticeship activities
- Total number of participants who complete training and apprenticeship activities and obtain employment

**i. Organizational, Administrative, and Fiscal Capacity (3 Points)**

- i. The extent to which the applicant identifies and demonstrates that qualifications, capabilities, and educational background of the identified key personnel (at a minimum the Project Manager and lead educator) who will manage and implement the proposed pilot are relevant and will contribute to the success of program goals and objectives. (1 point)
- ii. The extent to which the applicant demonstrates direct experience with and oversight of the management of a scalable approach to entry-level cybersecurity training, apprenticeships and job placement in a cybersecurity career. (1 point)

- iii. The extent to which the applicant has experience managing Federal grant-funded projects and is able to correlate and support the program's budget to the project phases and implementation timeline. (1 point)

**j. Financial, Data Collection, and Performance Reporting Systems (2 Points)**

- i. Comprehensive description of the existing or planned systems and processes that the applicant will use to provide timely and accurate financial and participant-level performance reporting, including the process for tracking participant-level data on participant characteristics, services, activities, and employment outcomes of participants served through the project to report to the Cybersecurity and Infrastructure Security Agency during the life of the cooperative agreement. (CISA encourages applicants to use existing systems.) (2 points)

**14. Other Submission Requirements**

NONE

**15. Intergovernmental Review**

An intergovernmental review may be required. Applicants must contact their state's Single Point of Contact (SPOC) to comply with the state's process under Executive Order 12372. (See <https://www.archives.gov/federal-register/codification/executive-order/12372.html>; <https://www.whitehouse.gov/wp-content/uploads/2019/02/SPOC-February-2019.pdf>).

**16. Funding Restrictions**

DHS cooperative agreement funds may only be used for the purpose set forth in the terms of this Federal award, which include the terms of this NOFO and must be consistent with the statutory authority for the award. Cooperative agreement funds and non-monetary support under this NOFO may not be used for matching contributions for other federal grants or cooperative agreements, lobbying, or intervention in federal regulatory or adjudicatory proceedings. Federal employees are prohibited from serving in any capacity (paid or unpaid) on any proposal submitted under this program. Federal employees may not receive funds under this award. In addition, federal funds may not be used to sue the Federal Government or any other government entity.

DHS substantial programmatic involvement and performance/progress reviews may result in funding restrictions in conjunction with initial and annual continuation awards.

**17. Allowable Costs**

**a. Pre-Award Costs**

Pre-award costs are not allowed.

**b. Management and Administration (M&A) Costs *(if applicable)***

These costs are allowable by the recipient and sub-recipient. M&A are not operational costs but are necessary costs incurred in direct support of the cooperative agreement or as a consequence of it, such as travel, meeting-related expenses, and salaries of full/part-time staff in direct support of the program. Apprentices may be paid a stipend, however, this is not required for the pilot. As such these can be itemized in financial reports.

**Indirect Facilities & Administrative (F&A) Costs**

Indirect Costs are allowable for the recipient and any proposed sub-recipient (if applicable). The applicant must attach a copy of the latest indirect cost rate agreement negotiated with a cognizant federal agency. If the applicant is in the process of initially developing or renegotiating a rate, upon notification that an award will be made, it should immediately develop a tentative indirect cost rate proposal based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates, and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost proposals may also request indirect costs. When an indirect cost rate is requested, those costs included in the indirect cost pool should not also be charged as direct costs to the award. If the applicant is requesting a rate which is less than what is allowed under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed.

Any non-Federal entity that has never received a negotiated indirect cost rate (except for those non-federal entities described in Appendix VII to Part 200 States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b) may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. As described in §200.403 Factors Affecting Allowability of Costs, costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all federal awards until such time as a non-federal entity chooses to negotiate for a rate, which the non-federal entity may apply to do at any time. For more information, see 2 CFR Part 200.414.

**E. Application Review Information**

**1. Application Evaluation Criteria**

**a. Programmatic Criteria**



The application requires the applicant to describe its existing capabilities and its plan to facilitate the successful implementation of the program. A well-described and thought-out plan is vital to the successful roll-out of the pilot. For this reason, the application will be evaluated primarily based upon the applicant's approach to the implementation of the pilot, demonstrating its understanding of this announcement's objectives, the plan for implementing and successfully demonstrating these objectives, and the reasonableness of this plan. In particular, the applicant must address how it meets the eligibility criteria listed (in the scored sections above) and provide evidence demonstrating this eligibility. If the application fails to address each of the evaluation criteria listed in the scored sections (above), the applicant will be deemed ineligible and will not be selected.

The Cybersecurity and Infrastructure Security Agency (CISA) is the entity responsible for organizing the Objective Review Panel and the final selection process. When all applications are received a completeness review will be conducted to confirm the Eligibility Information (see Section C) and Application and Submission Information (see Section D) listed in this NOFO are met. Applications meeting those requirements will then be reviewed by subject matter experts (SMEs) participating in the merit review panel. The merit review will focus on the overall quality of the proposed pilot and the completion and thoroughness of the pilot program narratives and budget narratives. The review panel will determine whether the proposal addresses the Cybersecurity Workforce Development and Training Pilot for Underserved Communities Program Objectives listed in Section A of this NOFO. In addition, DHS will use the following criteria, weighted as indicated based on their importance, to evaluate applications.

- **Innovation (20%):** Application review will focus on the innovativeness in approach, including strategies for outreach, stakeholder engagement, coordination, operations, training, and job placement, and how well the pilot uses collaborative and innovative technology solutions. Narrative areas evaluated include: Training Hub Design (10 of 20 points) and Cybersecurity Pathways Retention Strategy (10 of 25 points).
- **Impact on Underserved Communities (40%):** Application review will focus on how significantly the pilot will advance attracting and retaining unrealized talent within underserved communities throughout the apprenticeship candidate to job placement cycle. The review will specifically focus on the impact of the pilot on its ability to place talented individuals into entry-level cybersecurity jobs, resulting from Cybersecurity Workforce Development and Training Pilot for Underserved Communities Program funding. Narrative areas evaluated include: Community Served (10 points); Expected Pilot Outcomes (10 points); Training Hub Design (10 of 20 points), and Past Performance (10 points).

- **Stakeholder Engagement (20%):** Application review will focus on how extensively the pilot describes partnerships (formal and informal) with various whole community representatives, including, amongst others, diversity of cybersecurity professionals. The review will specifically focus on the impact of the pilot on its ability to place talented individuals into entry-level cybersecurity jobs in one or more CISA regions. Narrative areas evaluated include: Jurisdictional and Geographic Area(s) (5 points); Cybersecurity Pathways Retention Strategy (15 of 25 points),
- **Comprehensive Approach (20%):** Application review will focus on how the pilot considers barriers often faced by underserved communities in cybersecurity fields and how the proposal will ensure job placement, following a successful apprenticeship experience. Narrative areas evaluated include: Budget Narrative (10 points); Work Plan (5 points); Organizational, Administrative, and Fiscal Capacity (3 points); and Financial, Data Collection, and Performance Reporting Systems (2 points).

**b. Financial Integrity Criteria**

Prior to making a federal award, the *<DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>* is required by 31 U.S.C. § 3321 note, 41 U.S.C. § 2313, and 2 C.F.R. § 200.205 to review information available through any OMB-designated repositories of government wide eligibility qualification or financial integrity information. Therefore, application evaluation criteria may include the following risk-based considerations of the applicant:

- 1) Financial stability.
- 2) Quality of management systems and ability to meet management standards.
- 3) History of performance in managing federal award.
- 4) Reports and findings from audits.
- 5) Ability to effectively implement statutory, regulatory, or other requirements.

**c. Supplemental Financial Integrity Criteria and Review**

Prior to making a federal award where the anticipated total federal share will be greater than the simplified acquisition threshold, currently \$250,000 (see Section 805 of the National Defense Authorization Act for Fiscal Year 2018, Pub. L. No. 115-91, OMB Memorandum M-18-18 at <https://www.whitehouse.gov/wp-content/uploads/2018/06/M-18-18.pdf>):

- 1) *<DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>* is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM, which is currently the [Federal Awardee Performance and Integrity Information System](#) (FAPIIS) and is accessible through the [beta.sam](#) website.

- 2) An applicant, at its option, may review information in FAPIIS and comment on any information about itself that a federal awarding agency previously entered.
- 3) <DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION> will consider any comments by the applicant, in addition to the other information in FAPIIS, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in 2 C.F.R. § 200.206.

## **2. Review and Selection Process**

The Cybersecurity Workforce Development and Training Pilot for Underserved Communities review process will involve two review phases. First, all applications will be reviewed to confirm eligibility and completeness. Then, a panel of federal employees and SMEs knowledgeable in cybersecurity entry-level and awareness training, will review the applications and determine a merit score. The merit score will be based on the degree to which an application addresses the Application Evaluation Criteria listed above (see Section E). DHS will review the applications and recommend for funding based on the reviews described above. DHS' designated Selection Authority will make a final funding decision to implement the demonstration project(s) based upon the results of all evaluations, availability of funds, and the overall goals of Cybersecurity Workforce Development and Training Pilot for Underserved Communities Program.

In addition, DHS will also review the budget narrative to ensure proposed cost estimates are in line with eligible costs and available program funding.

- Prior to making a federal award with a total amount of federal share greater than the simplified acquisition threshold, DHS is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS).
- An applicant, at its option, may review information in the designated integrity and performance systems accessible through SAM and comment on any information about itself that a federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM.
- DHS will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in 2 CFR § 200.205 federal awarding agency review of risk posed by applicants.”

## **F. Federal Award Administration Information**

### **1. Notice of Award**

Before accepting the award, the AOR and recipient should carefully read the award package. The award package includes instructions on administering the grant award and the terms and conditions associated with responsibilities under federal awards. **Recipients must accept all conditions in this NOFO as well as any special terms and conditions in the Notice of Award to receive an award under this program.**

DHS issues formal award notification documents following fulfillment of DHS Congressional notifications. All DHS grants and cooperative agreements are subject to the standard DHS Award Terms and Conditions, which are attached to this package.

A grant award will be executed by a DHS Grants Officer authorized to obligate DHS funding. Unsuccessful applicants will be contacted as well and will be encouraged to apply for future grant award programs. Announcements for future programs will be listed at <http://www.grants.gov>.

### **2. Pass-Through Requirements (if applicable)**

N/A

### **3. Administrative and National Policy Requirements**

All successful applicants for DHS grant and cooperative agreements are required to comply with DHS Standard Terms and Conditions, which are available online at: [DHS Standard Terms and Conditions](#).

The applicable DHS Standard Terms and Conditions will be those in effect at the time the award was made, unless the application is for a continuation award. In that event, the terms and conditions in effect at the time the original award was made will generally apply. What terms and conditions will apply for the award will be clearly stated in the award package at the time of award.

### **4. Reporting**

#### **a. Federal Financial Reporting Requirements**

The Federal Financial Report (FFR) form is available online at: [SF-425 OMB #4040-0014](#)

The Recipient is required to submit the following financial reports:

- 1) Quarterly Federal Financial Reports (SF-425) must be submitted to the DHS Grants Officer within 30 days after the end of each quarter. Reports are due January 30, April 30, July 30, and October 30. Reports shall be submitted via the Grants Solution System.

2) Quarterly Federal Financial Reports (Cash Transaction). The Recipient shall submit the FFR (SF-425) Federal Cash Transaction Reports to the Department of Health and Human Services, Payment Management System. Quarterly Cash Transaction reports shall be submitted no later than January 30, April 30, July 30, and October 30 of each year.

**b. Programmatic Performance Reporting Requirements**

The recipient is required to submit the following performance reports: Quarterly Performance Reports must be submitted to the DHS Grants Officer no later than 30 days after the end of each quarter. Reports are due October 30, January 31, April 30, and July 31. Reports shall be submitted via the GrantSolutions *Grant Notes* feature using the **Grant Note submission guidance** found here: <https://www.grantsolutions.gov/support/granteeUsers.html>.

Performance reports must provide information on the overall progress of the pilot. These reports shall also include:

Summary reports on the strategic vision and activities; management efforts; performance reports on each funded project, along with explanations of any changes from the initially approved work plan, discussion of progress for each milestone and explanations of why milestones were not reached, the performance metrics used; budget expenditures and changes; unanticipated problems and plans for addressing them; and information on how project outcomes will advance or impact current technologies or capabilities.

Budget information categorized by both object class and project.

If applicable, include a certification that no patentable inventions were created during the budget periods.

If the performance report contains any information that is deemed proprietary, the Recipient will denote the beginning and ending of such information with the following heading: \*\*\*\*\*PROPRIETARY INFORMATION\*\*\*\*\*

**c. Additional Performance Reporting Requirements *N/A***

**d. Closeout Reporting Requirements**

Within 120 days after the end of the period of performance, or after an amendment has been issued to close out a grant, recipients must submit the following:

- 1) The final request for payment, if applicable;
- 2) The final FFR (SF-425);

- 3) The final performance progress report (PPR) detailing all accomplishments (See Appendix D);
- 4) A final comprehensive cybersecurity pathways retention strategy workforce training plan, which will result in a proof of concept, with a detailed explanation that includes the following:
  - a. A qualitative narrative summary of accomplishments or innovations throughout the period of performance, including training strategies and new approaches to employer engagement;
  - b. A description of how the implementation of the pilot yielded proof or evidence that will enable the broader workforce system to replicate the outcomes of the pilot;
  - c. A description of outcomes, data collection methods, and feedback mechanisms used to assess the efficacy of the pilot; and
  - d. A description of how any training, apprenticeship, and/or employment barriers were addressed.
- 5) Other documents required by this NOFO, terms and conditions of the award, or other *<DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>* guidance. If applicable, an inventory of all construction projects that used funds from this program must be reported with the final progress report.

After these reports have been reviewed and approved by *<DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>*, a closeout notice will be completed to close out the grant. The notice will indicate the period of performance as closed, list any remaining funds that will be deobligated, and address the requirement of maintaining the grant records for three years from the date of the final FFR, unless a longer period applies, such as due to an audit or litigation, for equipment or real property used beyond the period of performance, or due to other circumstances outlined in 2 C.F.R. § 200.334.

In addition, any recipient that issues subawards to any subrecipient is responsible for closing out those subawards as described in 2 C.F.R. § 200.344. Recipients acting as pass-through entities must ensure that they complete the closeout of their subawards in time to submit all necessary documentation and information to *<DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>* during the closeout of their prime grant award.

The recipient is responsible for returning any funds that have been drawn down but remain as unliquidated on recipient financial records.

**e. Disclosing Information per 2 C.F.R. § 180.335**

This reporting requirement pertains to disclosing information related to government-wide suspension and debarment requirements. Before a recipient

enters into a grant award with <DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>, the recipient must notify <DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION> if it knows if it or any of the recipient's principals under the award fall under one or more of the four criteria listed at 2 C.F.R. § 180.335:

- 1) Are presently excluded or disqualified;
- 2) Have been convicted within the preceding three years of any of the offenses listed in 2 C.F.R. § 180.800(a) or had a civil judgment rendered against it or any of the recipient's principals for one of those offenses within that time period;
- 3) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses listed in 2 C.F.R. § 180.800(a); or
- 4) Have had one or more public transactions (federal, state, or local) terminated within the preceding three years for cause or default.

At any time after accepting the award, if the recipient learns that it or any of its principals falls under one or more of the criteria listed at 2 C.F.R. § 180.335, the recipient must provide immediate written notice to <DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION> in accordance with 2 C.F.R. § 180.350.

#### **f. Reporting of Matters Related to Recipient Integrity and Performance**

Per 2 C.F.R. Part 200, Appendix I § F.3, the additional post-award reporting requirements in 2 C.F.R. Part 200, Appendix XII may apply to applicants who, if upon becoming recipients, have a total value of currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies that exceeds \$10,000,000 for any period of time during the period of performance of an award under this funding opportunity. Recipients that meet these criteria must maintain current information reported in FAPIIS about civil, criminal, or administrative proceedings described in paragraph 2 of Appendix XII at the reporting frequency described in paragraph 4 of Appendix XII.

### **5. Monitoring and Oversight**

Per 2 C.F.R. § 200.329, <DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>, through its authorized representatives, has the right, at all reasonable times, to conduct desk reviews, make site visits to review project accomplishments and management control systems to review project accomplishments and to provide any required technical assistance. During site visits, <DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION> will review grant recipients' files related to the grant award. As part of any monitoring and program evaluation activities, grant recipients must permit <DHS GRANTS AND FINANCIAL ASSISTANCE DIVISION>, upon reasonable notice, to review grant-related records and to interview the organization's staff and contractors regarding the program. Recipients must respond in a timely and accurate manner to <DHS GRANTS

*AND FINANCIAL ASSISTANCE DIVISION*> requests for information relating to the grant program.

## **G. DHS Awarding Agency Contact Information**

### **1. Contact and Resource Information**

The **Grants Officer** is the DHS official that has the full authority to negotiate, administer and execute all terms and conditions of this Award in concurrence with the Program Officer.

Sean Lilly  
Office of Procurement Operations (MGMT OPO)  
Grants and Financial Assistance Division  
Phone: (202) 447-5869  
Email: [sean.lilly@hq.dhs.gov](mailto:sean.lilly@hq.dhs.gov)

The **Program Officer** is the DHS staff member responsible for monitoring the completion of work and technical performance of the projects or activities described in the Program Narrative Statement.

Kimberly Young-McLear  
Cybersecurity Infrastructure Security Agency  
Cyber Defense Education & Training  
Email: [kimberly.young-mclear@cisa.dhs.gov](mailto:kimberly.young-mclear@cisa.dhs.gov)

## **H. Additional Information**

- a. Extensions to the Period of Performance can only be authorized in writing by the DHS Grants Officer.

The extension request shall be submitted to the DHS Grants Officer sixty (60) days prior to the expiration date of the performance period.

Requests for time extensions to the Period of Performance will be considered, but will not be granted automatically, and must be supported by adequate justification to be processed. The justification is a written explanation of the reason or reasons for the delay; an outline of remaining resources/funds available to support the extended period of performance; and a description of performance measures necessary to complete the project. Without performance and financial status reports current and justification submitted, extension requests shall not be processed.



DHS has no obligation to provide additional resources/funding as a result of an extension.

**b. Risk Assessment Evaluation**

DHS staff will evaluate the risks to the program posed by each applicant, including conducting due diligence to ensure an applicant's ability to manage federal funds. This evaluation is in addition to the evaluation of the applicant's eligibility and the quality of its application on the basis of the Selection Criteria, and results from this evaluation may assist funding decisions. If an award is made, DHS may apply special conditions that correspond to the degree of risk of the award.

In evaluating risks, DHS may consider the following:

- Financial stability;
- Quality of management systems and ability to meet the management standards prescribed in applicable OMB Guidance;
- Applicant's record in managing previous DHS awards, cooperative agreements, or procurement awards, including:
  1. Timeliness of compliance with applicable reporting requirements
  2. Accuracy of data reported
  3. Conformance to the terms and conditions of previous federal awards
  4. If applicable, the extent to which any previously awarded amounts will be expended prior to future awards
  5. Information available through OMB-designated repositories of government-wide eligibility qualification or financial integrity information, such as: Federal Awardee Performance and Integrity Information System (FAPIIS), Duns and SAM
  6. Reports and findings from single audits performed under Subpart F – Audit Requirements, 2 C.F.R. Part 200 and findings and reports of any other available audits
  7. Applicant organization's annual report
  8. Publicly available information, including information from the applicant organization's website
  9. Applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on award recipients.

In addition, organizations who have not received prior DHS Grants and Financial Assistance Division (GFAD) awards may be required to complete a risk assessment questionnaire as part of the pre-award financial and administrative review.

## **Applicant Disclosure of High Risk Status**

Applicants are to disclose if they are currently designated as high risk by a federal awarding agency. This includes, but is not limited to, any status requiring additional oversight by a federal awarding agency due to past programmatic, administrative or financial concerns. If an applicant is designated as high risk by a federal awarding agency, it should provide an explanation with the application package and include the following information:

- The federal awarding agency that assigned the high risk status;
- The federal awarding agency's point of contact for the risk status, including name, phone number and email address;
- Date of the risk status designation;
- Reason(s) for the risk status.

DHS seeks this information to ensure appropriate federal oversight of all grant awards. The disclosure of an organization's risk status does not disqualify it from receiving an award; however additional grant oversight may be required. If necessary, this information will be provided in the award documentation. Failure to disclose high risk status may result in award termination or other remedies.

### **c. Appendices**

APPENDIX A: PROGRAM DESIGN AND ALLOWABLE ACTIVITIES

APPENDIX B: SUGGESTED WORK PLAN TABLE

APPENDIX C: PERFORMANCE OUTCOME MEASURES TABLE

APPENDIX D: SUGGESTED PERFORMANCE PROGRESS REPORT (PPR)

## APPENDIX A: PROGRAM DESIGN AND ALLOWABLE ACTIVITIES

The Cybersecurity Workforce Development and Training Pilot for Underserved Communities will establish an engaging training hub (virtual or a hybrid combination of virtual and in-person), driven by a non-traditional technical training provider, which will enable reaching an increasing number of employers with entry-level cyber workforce shortages. Successful applicants will design their cooperative agreement projects from both (1) a strategic level, such as describing their planned activities for devising a comprehensive pathways retention strategy; and (2) an operational level, such as incorporating in their plans how they would implement their comprehensive pathways strategy and deploy the training activities.

Applicants must propose projects that comprise all of the following activities:

A. Draft for CISA approval, cybersecurity training and apprenticeship engagement strategy (herein referred to as a Cybersecurity Pathways Retention Strategy) for underserved communities and a detailed implementation schedule, including:

1. Develop a new or leverage an existing system for reviewing and collecting data, and monitor results to assess the 3-year program performance;

2. Create a new or leverage an existing infrastructure to successfully sustain the program components and partnerships after the life of the cooperative agreement;

B. Upon CISA acceptance, execute the Cybersecurity Pathways Retention Strategy, impacting one or more underserved communities within one or more CISA regions;

C. Create an engaging training hub (virtual or a hybrid combination of virtual and in-person) in one or more CISA regions, where:

1. Apprenticeship candidates and apprentices from underserved communities in one or more CISA regions, are offered high-quality training options (such as computer-based and work-based) to prepare to successfully move into entry-level cybersecurity occupations;

2. Apprenticeship candidates and apprentices are exposed to descriptions of cybersecurity careers aligned to the National Initiative for Cybersecurity Education (NICE) Cybersecurity Workforce Framework, sample job roles and responsibilities and what a typical job entail;

3. Apprenticeship candidates and apprentices are exposed to real-world cybersecurity professionals as examples of the career field, conveying how they can enter the cybersecurity career field through non-academic paths;

4. Employers are exposed to the scope and depth of entry-level cybersecurity training and apprenticeship programs to aid them in advancing their recruitment outreach; and,

D. Graduates of the apprenticeship program are hired by employers.

E. Career Pathways: Under this cooperative agreement, training along a career pathway may start at a pre-apprenticeship level and progress through apprenticeship completion, but must lead to employment in entry-level cybersecurity positions. Career pathway strategies integrate occupational skills training aligned with employer-validated work readiness standards and competencies. The clear sequence of coursework and other training allows progression through an apprenticeship program and demonstrate marketable skills in various entry-level cybersecurity occupations.

F. Training Services: Projects funded under this cooperative agreement will provide a range of training services that lead to entry-level skilled cybersecurity jobs. An innovative mix of training services will include assessment, coaching and counseling, and occupational skills training that lead to job placement. All projects must incorporate a strong upfront assessment component that allows for a customization of services and training to meet the needs of the program participants to get a cybersecurity job. This could include the use of customized online assessment tools.

G. Applicants must consider including robust, comprehensive, and customized work-based learning strategies, such as pre-apprenticeship programs, customized training for cohorts;

Registered Apprenticeship Programs, and Industry-Recognized Apprenticeship Programs. Applicants may propose these strategies or a combination of these strategies to meet the needs of employers and jobs seekers and allow flexibility for program delivery.

1. **Pre-apprenticeship Programs:** A pre-apprenticeship program is defined as a set of strategies designed to prepare individuals for entry into an apprenticeship. These strategies may offer individuals an opportunity to experience firsthand a profession or practice, but do not always engage in “real world” experiential learning. Pre-apprenticeship programs funded through this cooperative agreement are allowable only when participants are selected for the apprenticeship program(s) during the period of performance as proposed in the application.
2. **Customized Training:** Cohort-based customized training is designed to meet the specific requirements of an employer or group of employers with the commitment that the employer(s) hire an individual upon successful completion of the training.
3. **Registered Apprenticeship Programs (RAP):** RAPs (29 CFR Part 29, Subpart A, and 29 CFR Part 30) combine an educational or instructional component with a paid work-based learning component. RAPs are registered through the DOL’s Office of Apprenticeship or a DOL-recognized State Apprenticeship Agency. Registered apprentices are paid employees and receive progressive wage increases commensurate with their skill attainment throughout the training program. Registered apprentices have a 1:1 ratio with a mentor throughout their on-the-job learning. Upon successful completion of all phases of work-based learning and related-instruction components, registered apprentices receive nationally recognized certificates of completion leading to long-term career opportunities. For more information on RAPs, please visit [www.apprenticeship.gov](http://www.apprenticeship.gov).
4. **Industry-Recognized Apprenticeship Programs (IRAP):** IRAPs (29 CFR Part 29, Subpart B) are high-quality apprenticeship programs that provide individuals with opportunities to obtain workplace relevant knowledge and progressively advancing skills. IRAPs are recognized through a Standards Recognition Entity. IRAPs include a paid work component and an educational or instructional component, and result in industry-recognized postsecondary credentials. IRAPs are developed or delivered by entities such as trade and industry groups, corporations, nonprofit organizations, educational institutions, unions, and joint labor-management organizations.
5. **Classroom, Competency-Based and Online Training Strategies:** In addition to the types of work-based training previously listed, a variety of other types of training strategies may include, but are not limited to, classroom occupational training; distance learning; technology-based learning; or simulation training. All these strategies can be combined to accelerate the time to credential or program completion. Accelerated and competency-based training strategies can rapidly train participants efficiently and effectively for employment. They can include competency-based programs that give participants credit for skills they have already developed and allow participants to move through

coursework based on mastery of skills or online programs that prepare individuals for an apprenticeship and entry-level skilled cybersecurity jobs.

6. Other Activities: A wide range of activities may assist applicants in their efforts to establish new training models, expand existing programs, and offer employment and training services. Accordingly, applicants may propose to use grant funds to undertake additional activities designed to create an environment for employment and training opportunities, including, but not limited to, those listed in this section.

APPENDIX B: SUGGESTED WORK PLAN TABLE

FY 21 WORK PLAN

[Insert Organizational Name]

Cybersecurity Education and Training Assistance Listing Number 97.127

DHS NOFO Number DHS-21-CISA-127-CWDT001 [Insert Date]

Cybersecurity Workforce Development and  
Training Pilot for Underserved Communities

**I. Organizational Information**

Insert description of the organization’s mission and structure, goals and targeted outcomes, (including summary introduction/overview of project(s), successes, and capacity, to include how organization can support the requirements detailed in Part A, Program Overview, Objectives and Priorities section of the NOFO.

**II. Proposed Activities and associated Performance Measures**

Insert a detailed narrative description of each proposed activity and its associated Performance Measure that aligns with the allowable activities detailed in Appendix A and Appendix C.

**III. Tasks, Schedule, & Deliverables Table:**

Based on the narrative above, insert details in table format of specific tasks, subtasks, schedule, budget, and deliverables for this proposal. See sample near the end of this appendix.

**IV. Project Management Strategy:**

Based on the proposed projects above, insert information below regarding the organization’s strategy for accomplishing all tasks. This should include statements about the overall work plan’s 1) compliance with the requirements of the grant, 2) reasonableness of goals and objectives (i.e. are they Specific, Measurable, Achievable, Realistic, and Timely (SMART), 3) brief credentials of the project manager and/or team and the processes involved in accomplishing the work plan, 4) financial management controls, 5) potential challenges and how the project manager is going to ensure continued performance, 6) coordination with FEMA and the reporting process, and 7) development of Performance Measures. If a subcontractor is to be used to help deliver an activity, this should be included along with the

name of the contracting company and individual contractor (if known). Include a discussion on how project planning meetings will be held to include, at a minimum, how the organization will coordinate with all stakeholders, including the CDET Program Manager and other stakeholders.

**V. Contact Information;**

[Insert the name, position, agency, address, email, office phone, and cell phone of the project manager (and his/her back up) responsible for implementing and managing this work plan.

**Combined Master Schedule/Deliverable Table Example**

<b>Projects &amp; Tasks</b>	<b>Schedule</b>	<b>Budget</b>	<b>Measurable Deliverable</b>
<b>Task 1: Develop and implement a comprehensive cybersecurity pathways retention strategy</b>			
Sub-Task 1:	Nov 2021	\$xx,xxx	
Sub-Task 2:	Jan 2022	\$xx,xxx	
Sub-Task 3:	Mar 2022	\$xx,xxx	
<b>Task 2: Develop of an engaging training hub (virtual or a hybrid combination of virtual and in-person) connecting participants and employers, in one or more CISA regions</b>			
Sub-Task 1:	Jun 2022	\$xx,xxx	
Sub-Task 2:	Aug 2022	\$xx,xxx	
<b>Task 3: Develop and implement an apprenticeship program for entry-level cybersecurity professionals</b>			
Sub-Task 1:	Sep 2022	\$xx,xxx	
Sub-Task 2:	Oct 2022	\$xx,xxx	
<b>Task 4: Develop and implement an apprenticeship program for entry-level cybersecurity professionals</b>			
Sub-Task 1:	Sep 2022	\$xx,xxx	
Sub-Task 2:	Oct 2022	\$xx,xxx	



Sub-Task 3:	Dec 2022	\$xx,xxx	
<b>Task 5: Decrease the cybersecurity workforce shortage by placing apprenticeship graduates into entry-level cybersecurity jobs</b>			
Sub-Task 1:	Sep 2022	\$xx,xxx	
Sub-Task 2:	Oct 2022	\$xx,xxx	
Sub-Task 3:	Dec 2022	\$xx,xxx	

APPENDIX C: PERFORMANCE OUTCOME MEASURES TABLE

The below list of key quarterly performance parameters will be used to measure the effectiveness of the project during the performance period. Quarterly Performance Measures must be submitted to <the DHS Grants Officer?> no later than 30 days after the end of each quarter. Reports are due October 30, January 31, April 30 and July 31. Reports shall be submitted <via [GrantSolutions](#) using guidance provided by the Grants Officer?>.

<b>PERFORMANCE OUTCOME MEASURES</b>		
	<b>Performance Outcomes</b>	<b>Targets</b>
1	<b>Total employers reached (annual and cumulative 3-year total)</b>	
2	<b>Total CISA regions where participants are enrolled in pre-apprenticeship activities (annual and cumulative 3-year total)</b>	
3	<b>Total CISA regions where participants are enrolled in apprenticeship activities (annual and cumulative 3-year total)</b>	
4	<b>Total participants reached (annual and cumulative 3-year total)</b>	
5	<b>Total participants enrolled in pre-apprenticeship training activities (annual and cumulative 3-year total)</b>	
6	<b>Total participants who complete pre-apprenticeship training activities (annual and cumulative 3-year total)</b>	
7	<b>Total participants enrolled in apprenticeship activities (annual and cumulative 3-year total)</b>	
8	<b>Total participants who complete apprenticeship activities (annual and cumulative 3-year total)</b>	
9	<b>Total participants who complete training and apprenticeship activities and receive an interview for employment (annual and cumulative 3-year total)</b>	
10	<b>Total number of participants who complete training and apprenticeship activities and obtain employment (annual and cumulative 3-year total)</b>	

11	<b>Total percentage of participants who complete training and apprenticeship activities and receive an interview for employment (annual and cumulative 3-year total)</b>	
12	<b>Total percentage of participants who complete training and apprenticeship activities and obtain employment (annual and cumulative 3-year total)</b>	

**Please Note:**

Applicants should provide targets in raw numbers; percentages or other types of data projections are not acceptable, unless explicitly requested:

- Applicants should provide targets for the total grant period.
- While applicants are required to propose goals for the ten numerical outcome categories identified in Section E.13.e Expected Pilot Outcomes, which are specific to this announcement, they will also be required to report outcomes throughout the performance period, as applicable.
- Applicants shall include demographics for all measures pertaining to participants, including where possible, age range, gender, race, ethnicity, location, education, employment, ability, sex, sexual orientation, age, race, and ethnic origin.
- Applicants are expected that when reporting demographics, that is also be broken out by specific training course and section, as applicable.

**Outcome Measure Definitions**

**1. Total employers reached:**

This measure is defined as the total number of all employers who, based on applicant outreach, indicated interest in receiving graduates of the apprenticeship pilot program.

**2. Total CISA regions where participants are enrolled in pre-apprenticeship activities:**

This measure is defined as the total number of CISA regions where participants start an allowable pre-apprenticeship training activity.

**3. Total CISA regions where participants are enrolled in apprenticeship activities:**

This measure is defined as the total number of CISA regions where participants start an allowable apprenticeship training activity.

**4. Total participants reached:**

This measure is defined as the total number of all individuals who, based on applicant outreach, indicated interest in receiving cooperative agreement-funded service, after they are determined eligible to be served by the pilot.

**5. Total participants enrolled in pre-apprenticeship training activities:**

This outcome measure is defined as the total number of participants that start an allowable pre-apprenticeship training activity.

**6. Total participants who complete pre-apprenticeship training activities:**

This outcome measure is defined as the total number of participants who enter an allowable training activity and complete all the intended cooperative agreement funded training provided to the individual during the cooperative agreement period of performance. Program completion for a participant is when a participant has completed all the intended pre-apprentice cooperative agreement -funded training provided to the individual during the cooperative agreement period of performance. Recipients must determine when a participant has completed all the intended cooperative agreement funded training services established for the individual during the cooperative agreement period of performance based on the proposed program design.

**7. Total participants enrolled in apprenticeship activities:**

This outcome measure is defined as the total number of participants that start an allowable apprenticeship activity.

**8. Total participants who complete apprenticeship activities:**

This outcome measure is defined as the total number of participants who enter an allowable apprenticeship activity and complete all the intended cooperative agreement funded apprenticeship activities provided to the individual during the cooperative agreement period of performance. Program completion for a participant is when a participant has completed all the intended apprenticeship cooperative agreement funded activities provided to the individual during the cooperative agreement period of performance. Recipients must determine when a participant has completed all the intended cooperative agreement funded apprenticeship activities established for the individual during the cooperative agreement period of performance based on the proposed program design.

**9. Total participants who complete training and apprenticeship activities and receive an interview for employment:**

This outcome measure is defined as the total number of participants who enter an allowable training and apprenticeship activity, complete all the intended cooperative agreement funded training provided to the individual during the cooperative agreement period of performance, and receive at least one interview with an employer.

**10. Total number of participants who complete training and apprenticeship activities and obtain employment:**

This outcome measure refers to participants who complete all the intended cooperative agreement funded training and apprenticeship activities provided to the individual during the cooperative agreement period of performance and enter employment in cybersecurity.

**11. Total percentage of participants who complete training and apprenticeship activities and receive an interview for employment:**

This outcome measure is defined as the percentage of participants who enter an allowable training and apprenticeship activity, complete all the intended cooperative agreement funded training provided to the individual during the cooperative agreement period of performance, and receive at least one interview with an employer.

**12. Total percentage of participants who complete training and apprenticeship activities and obtain employment:**

This outcome measure refers to percentage of participants who complete all the intended cooperative agreement funded training and apprenticeship activities provided to the individual during the cooperative agreement period of performance and enter employment in cybersecurity.

APPENDIX D: SUGGESTED PERFORMANCE PROGRESS REPORT (PPR)

Quarterly Performance Progress  
Report (PPR)

[Insert Organizational Name]

Cybersecurity Education and Training Assistance Listing Number 97.127

DHS NOFO Number DHS-21-CISA-127-CWDT001 [Insert Date]

Cybersecurity Workforce Development and  
Training Pilot for Underserved Communities

[Enter Reporting Period Here EXAMPLE: October –  
December 2021]

Name of State of Territory and Address:

Name and contact number of Individual submitting the Report:

Period of Performance: EXAMPLE: 08/01/2021 – 07/31/2022

Award Number: EXAMPLE: EMW-2021-CA-00001

Amendment Number (if applicable):

General Summary of Completed Tasks as of (Enter full date here)

*The general summary of completed tasks is an overview of the status of the Award. E.g., Task 1 has been fully completed. Work has begun on Tasks two and three. Work on Tasks 4 and 5 is scheduled to begin in May 2022. Task 6 May need to be amended, the Subject Matter Expert (SME) identified is no longer available to oversee the work. Note: Percentage of tasks completed can be determined by calculating the task's actual hours divided by the sum total of hours to complete.*

*[For each Allowable Activity provide an update on each individual task]*

Activity Name: Enter the name of the allowable activity from the Work Plan

TASK 1: Enter Task Name, in accordance with the approved Work Plan

Task Description: EXAMPLE: Task 1: Develop and implement a comprehensive cybersecurity pathways retention strategy

Percentage complete: EXAMPLE: 70%

- Brief narrative of what has been completed during the reporting period: *Provide relevant information associated with accomplishments, i.e., locations, dates, number of events, number of participants, number of products, etc.*
- Method of determining Task Effectiveness: If the Task has been completed, provide specifics on data collection and analysis methodology.
- Any anticipated challenges (risks) that might prevent the successful completion of the Task within the Period of Performance? *If no challenges (risks) exist, please state that in the report. If challenges exist, include the mitigation strategy that will be used to ensure that the Task is completed within the period of performance.*

TASK 2: Enter Task Name, in accordance with the approved Work Plan

SAME FORMAT AS ABOVE. REPEAT THIS FORMAT FOR ALL SUBSIQUANT TASKS

NOTES:

1. If the PPR is being submitted late, please provide a justification.
2. If it is the Final Report, please title both the Report and the file name "Final Report"
3. As required in the Notice of Funding Opportunity (NOFO), this narrative report must be accompanied by an updated Master Schedule and Deliverable Table, and Budget
4. The updated Budget should reflect both the Budgeted (Projected), and Actual costs for each Task.
5. This Report must identify any Task(s) at risk, and the mitigation strategy that will be used to ensure that it is completed on time.