



STATE OF VERMONT
JOINT FISCAL OFFICE

MEMORANDUM

To: Joint Fiscal Committee members
From: Daniel Dickerson, Fiscal Analyst
Date: November 29, 2016
Subject: Grant Request #2861- #2867

Enclosed please find seven (7) items that the Joint Fiscal Office has received from the administration.

JFO #2861 – \$170,000 grant from the Federal Transit Administration to the Agency of Transportation. The funds will be used to establish a training program for Community Health Center staff so that they may act as mobility managers to help transportation-challenged individuals schedule and attend medical appointments. Approximately \$42,500 in State matching funds would be required, which are included in the Agency's FY17 budget.

[JFO received 11/28/16]

JFO #2862 – \$480,000 grant from Federal Transit Administration to the Agency of Transportation. The grant will be used by the Agency to develop a statewide trip planner to include flexible or demand-driven routes, as well as hail-a-ride and other non-fixed route services, which would be incorporated into mobility applications. Approximately \$120,000 in State matching funds would be required, which are included in the Agency's FY17 budget.

[JFO received 11/28/16]

JFO #2863 – \$13,000 grant from Vermont Birth to Five to the Agency of Education. The funds will be used to hire temporary staff to process license applications for early childhood educators to meet full-licensing requirements under Act 166. The Agency has experienced an unexpectedly high level of Pre-K applicants and the additional staff would help reduce the backlog and meet Act 166 deadlines.

[JFO received 11/28/16]

JFO #2864 – \$30,000 grant from the Trust for Public Land to the Vermont Dept. of Forests, Parks and Recreation. The funds would be used to pay for stewardship planning and improvements to the 2,085 acres that were recently acquired to expand Camel's Hump State Park. The funded activities would include trailhead parking, replacing culverts, developing signage, improving roads and trails, performing natural resource inventories and public involvement events.

[JFO received 11/28/16]

JFO #2865 – \$15,000 grant from the Vermont Ski Areas Association to the Agency of Agriculture, Food and Markets. The funds serve as a donation to support the Working Lands Fund.

The actual grant amount will be between \$15,000 and \$20,000 as stated in the Association's award letter.

[JFO received 11/28/16]

JFO #2866 – \$10,000 grant from Advocates for Youth to the Agency of Education. The funds would be used to pay for training materials and technical assistance provided to Vermont teachers for the improvement of sexual health education in the State.

[JFO received 11/28/16]

JFO #2867 – \$100,000 grant from Vermont Technical College (VTC) (as a sub-grant of federal funds) to the Department of Economic Development. The funds will be used to pay for existing staff within the Department to dedicate time to working with employers to identify needed skills in order to create pathways to employment. This sub-grant is part of a \$4 million grant received by VTC from the U.S. Department of Labor under a project titled the *Strengthening Workforce Families Initiative*. The awarded funds will be allocated to the Department in \$25k increments from State FY 2017 through FY 2020.

[JFO received 11/28/16]

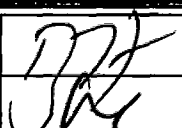
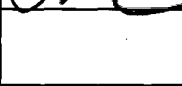
Please review the enclosed materials and notify the Joint Fiscal Office (Daniel Dickerson at (802) 828-2472; ddickerson@leg.state.vt.us) if you have questions or would like an item held for legislative review. Unless we hear from you to the contrary by December 16, 2016 we will assume that you agree to consider as final the Governor's acceptance of these requests.

State of Vermont
 Department of Finance & Management
 109 State Street, Pavilion Building
 Montpelier, VT 05620-0401

 [phone] 802-828-2376
 [fax] 802-828-2428

JOINT FISCAL OFFICE

**STATE OF VERMONT
FINANCE & MANAGEMENT GRANT REVIEW FORM**

Grant Summary:		To support the work of an Employer Liaison/Workforce Coordinator to identify skills needed by employers and aid in developing a pathway to employment.			
Date:		11/17/2016			
Department:		ACCD Dept. of Economic Development 7120010000			
Legal Title of Grant:		Job Training Grant			
Federal Catalog #:		n/a			
Grant/Donor Name and Address:		Vermont Technical College (VTC), 1 Main St, Randolph VT 05061-0500			
Grant Period:		From:	To:		
		7/1/2016	6/30/2020		
Grant/Donation		\$100,000			
	SFY 1	SFY 2	SFY 3	Total	Comments
Grant Amount:	\$25,000	\$25,000	\$25,000	\$100,000	\$25K in FY 2020.
Position Information:		# Positions	Explanation/Comments		
		0			
Additional Comments:		Most of the attached supporting material describes the federal grant to VTC that VTC is using as a source for their grant to ACCD-DED. ACCD-DED will be a sub-recipient from VTC's perspective.			
Department of Finance & Management				(Initial)	
Secretary of Administration				(Initial)	
Sent To Joint Fiscal Office				Date	



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STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

9. Grant Information			
1. Agency:	Commerce & Community Development		
2. Department:	Department of Economic Development (DED)		
3. Program:	Business Support - Vermont Supported Training & Employment Partnership (VSTEETP)		
4. Legal Title of Grant:	Job Training Grant		
5. Federal Catalog #:			
6. Grant/Donor Name and Address:	Vermont Technical College, 1 Main Street, Randolph, VT 05061-0500		
7. Grant Period:	From:	7/1/2016	To: 06/30/2020
8. Purpose of Grant:	Strengthening Working Families Initiative under the American Competitiveness and Workforce Improvement Act. Department of Economic Development will use \$100,000 (\$25,000 per year) to support an Employer Liaison/Workforce Coordinator to focus on the detailed work of identifying skills needed by employers and assisting with the collaboration between VSTEETP and employers in the development of a pathway to employment.		
9. Impact on existing program if grant is not Accepted:	Department of Economic Development would not be maximizing use of leveraged funding in its effort to connect Vermont employers to potential employees.		

10. Budget Information				
	SFY 1	SFY 2	SFY 3	Comments
Expenditures:	FY 2017	FY 2018	FY 2019	
Personal Services	\$25,000	\$25,000	\$25,000	
Operating Expenses	\$	\$	\$	
Grants	\$	\$	\$	
Total	\$	\$	\$	
Revenues:				
State Funds:	\$	\$	\$	
Cash	\$	\$	\$	
In-Kind	\$	\$	\$	
Federal Funds:	\$	\$	\$	
(Direct Costs)	\$	\$	\$	
(Statewide Indirect)	\$	\$	\$	
(Departmental Indirect)	\$	\$	\$	
Other Funds:	\$25,000	\$25,000	\$25,000	\$25,000 in FY 2020.
Grant (source)	\$	\$	\$	
Total	\$	\$	\$	
Appropriation No:	7120010000 / 21820		Amount:	\$25,000
				\$
				\$
				\$

STATE OF VERMONT REQUEST FOR GRANT (*) ACCEPTANCE (Form AA-1)

Has current fiscal year budget detail been entered into Vantage? Yes No



11. Will monies from this grant be used to fund one or more Personal Service Contracts? Yes No
 If "Yes", appointing authority must initial here to indicate intent to follow current competitive bidding process/policy.

Appointing Authority Name: Joan Goldstein Agreed by: _____ (initial)

12. Limited Service Position Information:	# Positions	Title
Total Positions		

12a. Equipment and space for these positions: Is presently available. Can be obtained with available funds.

I/we certify that no funds beyond basic application preparation and filing costs have been expended or committed in anticipation of Joint Fiscal Committee approval of this grant, unless previous notification was made on Form AA-1PN (if applicable):	Signature:	Date: 11/11/16
	Title: Commissioner, Economic Development Joan Goldstein	
	Signature:	Date: 11/11/16
	Title: Secretary, Commerce & Community Development	

Approved: _____ (Secretary or designee signature), Deputy Date: 11/21/16

Check One Box: Accepted

Rejected (Governor's signature) _____ Date: 11/21/16

Required GRANT Documentation

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Request Memo
<input type="checkbox"/> Dept. project approval (if applicable)
<input checked="" type="checkbox"/> Notice of Award
<input checked="" type="checkbox"/> Grant Agreement
<input checked="" type="checkbox"/> Grant Budget | <input type="checkbox"/> Notice of Donation (if any)
<input type="checkbox"/> Grant (Project) Timeline (if applicable)
<input type="checkbox"/> Request for Extension (if applicable)
<input type="checkbox"/> Form AA-1PN attached (if applicable) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

(*) The term "grant" refers to any grant, gift, loan, or any sum of money or thing of value to be accepted by any agency, department, commission, board, or other part of state government (see 32 V.S.A. §5).

Agency of Commerce and Community Development
Department of Economic Development
National Life Building – Davis Building, 6th Floor
One National Life Drive
Montpelier, VT 05620-0501
accd.vermont.gov

[phone] 802-828-3211
[fax] 802-828-3383

TO: Jason Aronowitz, Budget Analyst
Department of Finance and Management

FROM: Joan Goldstein, Commissioner
Department of Economic Development (DED)

DATE: November 10, 2016

RE: Supporting Documentation for Grant Request – VTC VSTEEP

Please find the ACCD Economic Development's responses to the grant approval questions as requested.

- 1) *Are there any state matching requirements or contributions?*
No. There are no matching requirements or contributions for the VSTEEP grant.
- 2) *Is the State already performing the function for which the funds are intended?*
We currently talk to employers about their hiring needs. The difference here is the level of connection and collaboration with and between the agency of human services as they refer their cases to employers that we have identified.
- 3) *After the term of the grant expires, what is the intent of the underlying activity? Does the grant funded activity cease to exist? Will the state be asked to assume financial responsibility?*
The intent of the grant funded activity is to leverage state dollars to establish connections to employers that may not already exist, but will endure beyond the life of the grant with no additional cost to the State.
- 4) *What are the measurements that are going to be used to evaluate the effectiveness of the expenditure?*
The measurement used to evaluate the effectiveness of the expenditure will be the numbers of employers that are participating in this activity and hiring employees that heretofore had difficulty either finding or sustaining employment. Economic Development will report to VTC the activities completed and participants served on an annual basis. All reporting for the grant will be done in compliance with Federal Uniform Guidance.
- 5) *How will the grant funds be expended? What is the budget for the grant funds, including all funding sources, for the duration of the grant?*
The grant funds will offset costs expended on payroll for Economic Development staff performing activities for this sub award. DED will receive up to \$25,000 per year for 4 years for a maximum amount not to exceed \$100,000.
- 6) *What entities are collaborating on this grant; departments, community organizations?*
The funded entities involved in this project are: Vermont Technical College, Community College of Vermont, Vermont Works for Women, Working Bridges, Vermont Adult Learning, Vermont Division of Vocational Rehabilitation (Invest EAP), Vermont Department of Economic Development, and Vermont Child Development Division.
- 7) *What is the intended staffing level for the grant funded activity?*
This project and the associated grants do not require any additional staffing. The Department's Vermont Training program fund coordinator and the workforce needs assessment specialist will oversee and manage the project to completion.



November 11, 2016

Mrs. Joan Goldstein
Commissioner
Vermont Department of Economic Development
1 National Life Drive
Montpelier, VT 05601

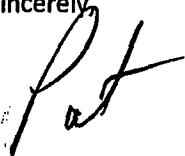
Dear Mrs. Goldstein, *Joan*

This letter verifies that, as part of Vermont Technical College's Strengthening Working Families Grant, the Vermont Department of Economic Development will be a sub-awardee. As part of this process the scope of work and payment provisions will be negotiated. The final sub-award will be for a sum of up to \$100,000.00

The grant term will begin when the award is signed and will run through June 30, 2020.

We are very pleased to have the Department of Economic Development as a team member on this project. Thank you in advance.

Sincerely,



Patricia Moulton
Interim President

Aronowitz, Jason

From: Allard, Lisa
Sent: Tuesday, November 15, 2016 12:39 PM
To: Aronowitz, Jason
Cc: Goldstein, Joan; Demers, Elizabeth R.; Greg Voorheis (greg.voorheis@gmail.com); Ziter, Kristen; Allard, Lisa
Subject: RE: AA1 ACCD-DED VTC VSTEED \$100,000 submission
Attachments: AA1 FORM Grant Acceptance 3 11-10-16.doc; JFC Questionnaire 11-10-16.doc; DED VTC NOA Sub-Award Letter.pdf

Hi Jason,

As requested, attached please find the amended AA1 document along with the JFC Questionnaire and VTC NOA. The attached NOA does have a typo \$100,00.00 whereas it should say \$100,000.00 which matches the award indicated in the AA1 packet submitted earlier. A corrected NOA is forthcoming.

Please let me know if there is anything else needed.

Thank you!
Lisa

Lisa A. Allard, Financial Manager
VT Agency of Commerce and Community Development
1 National Life Drive
Davis Bldg, 6th floor
Montpelier, VT 05620-0501
802-828-3238

From: Allard, Lisa
Sent: Wednesday, November 02, 2016 8:58 AM
To: Aronowitz, Jason <Jason.Aronowitz@vermont.gov>
Cc: Thayer-Gosselin, Kathy <Kathy.Thayer-Gosselin@vermont.gov>; Goldstein, Joan <Joan.Goldstein@vermont.gov>; Demers, Elizabeth R. <edemers2@vtc.vsc.edu>; Greg Voorheis (greg.voorheis@gmail.com) <greg.voorheis@gmail.com>; Evans, Brian <Brian.Evans@vermont.gov>; Cutler, Timothy <Timothy.Cutler@vermont.gov>
Subject: AA1 ACCD-DED VTC VSTEED \$100,000 submission

Please accept this correction. DED's portion is \$25,000 for 4 years for a total of \$100,000.

Hi Jason,

Just wanted to give you a heads up that ACCD – Department of Economic Development (DED) is submitting today an AA-1 to request acceptance of \$25,000 for 4 years for a total of \$100,000 of funding from Vermont Technical College's "Strengthening Working Families Initiative under the American Competitive and Workforce Improvement federal award. Vermont Technical College has received a total of \$4,000,000 of federal funding for this "Vermont Supported Training & Employment Partnership (VSTEED)" effort and is utilizing other State agencies to include the Agency of Human Services (AHS) to implement this plan. AHS will be submitting a separate AA1 packet for its portion of this plan.

The attached DED AA1 packet will be sent to you via pink mail today in hard copy.

Please let us know if you have any questions.

Thank you!

Lisa

**Lisa A. Allard, Financial Manager
VT Agency of Commerce and Community Development
1 National Life Drive
Davis Bldg, 6th floor
Montpelier, VT 05620-0501
802-828-3238**

Allard, Lisa

From: Allard, Lisa
Sent: Wednesday, November 02, 2016 8:58 AM
To: Aronowitz, Jason
Cc: Thayer-Gosselin, Kathy; Goldstein, Joan; Demers, Elizabeth R.; Greg Voorheis (greg.voorheis@gmail.com); Evans, Brian; Cutler, Timothy
Subject: AA1 ACCD-DED VTC VSTEOP \$100,000 submission
Attachments: AA1 ACCD-DED VTC VSTEOP \$100,000.pdf

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Please let us know if you have any questions.

Thank you!

Lisa

Lisa A. Allard, Financial Manager
VT Agency of Commerce and Community Development
1 National Life Drive
Davis Bldg, 6th floor
Montpelier, VT 05620-0501
802-828-3238

NOV 3 - 2016



Department of Economic Development
Agency of Commerce and Community Development

To: Jason Aronowitz, Dept. of Finance and Management
CC: Lisa Allard, Lucy Leriche
From: Joan Goldstein, Commissioner, Dept. of Economic Development, ACCD
Re: Vermont Technical College Job Training Grant – Vermont Supported Training & Employment Partnership (VSTEED)
Date: October 24, 2016

Enclosed please find an AA-1 Form for a grant of \$100,000 from Vermont Technical College .

The Department of Economic Development will serve as employer liaison for this VSTEED grant. This means that we will help employers with their incumbent, new, or prospective employees that have substantial barriers to continuation of work.

I have enclosed the following:

- Notice of Award
- Grant agreement
- Grant Budget and Timeline

Please let me know if you need any additional information.

Thank you.

J.G.

A handwritten signature in black ink, appearing to be the initials 'J.G.' written in a stylized, cursive script.



Agency of Commerce and Community Development
1 National Life Drive – Davis Bldg, 6th Floor
Montpelier, VT 05620-0501
accd.vermont.gov

[phone] 802-828-3211

March 10, 2016

Dan Smith, President
Vermont Technical College
124 Admin Drive
PO Box 500
Randolph Center, VT 05061

Dear President Smith:

I am writing to express the enthusiastic support of the Vermont Agency of Commerce and Community Development (ACCD) for Vermont Technical College's (VTC) application to the U.S. Department of Labor, Employment and Training Administration for a grant under the Strengthening Working Families Initiative. We have a strong track record of working with VTC and its partners to prepare Vermonters for employment opportunities. We also understand the value of investing in a statewide partnership to help low- to middle-skilled Vermont parents address and overcome barriers to successful participation in education and training programs.

As you know, ACCD is working to grow jobs in Vermont particularly by encouraging jobs in value added, capital importation businesses in Vermont. Advanced manufacturing is a critical focus as outlined in our Statewide Comprehensive Economic Development Strategy (CEDS) named "Vermont 2020." As you also know, Vermont has workforce challenges related to an aging workforce and vast underemployment. This grant will assist in getting low to moderate income parents engaged in advanced manufacturing which provides significant career pathways.

ACCD stands ready to assist this project by committing to the following:

- Hiring a half time Workforce Coordinator to aggregate demand for this program from Vermont Employers.
- Identifying and recruiting employers to participate in the apprenticeship program.
- As appropriate, providing Vermont Training Program funds to support education/training initiatives with qualified employers.
- Providing assistance with program design and implementation through participation on the quarterly Project Advisory Board.

These commitments are contingent upon VTC's receipt of a federal grant award under the Strengthening Working Families Initiative and have an approximate value of \$216,000 over four years.

We are hopeful that the review panel will agree with us that this proposal represents a very compelling mobilization of resources to assist Vermont parents in accessing the skills, knowledge and support necessary to succeed in education, training and employment. We are looking forward to working with VTC and the broader partnership on implementation in the years ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "Pat Moulton".

Patricia Moulton
Secretary



VERMONT TECH

Documentation of Commitment to Participate in Evaluation, if selected

Vermont Technical College, if awarded a grant under FOA-ETA-160-5 will participate in a Federal evaluation of the Strengthening Working Families Initiative grant program.

This is our statement of commitment to participate in a national evaluation initiated by DOL, on behalf of the applicant and all partners, including employers and/or regional industry associations.

We understand that the Federal evaluation may involve making available records on participants, employers and funding; providing access to program and partner personnel, as well as participants; and following evaluation procedures as specified by the evaluator(s) under the direction of DOL ETA and the Chief Evaluation Office, including after the period of grant operation.

Signed,



Dan Smith, President



Date

Attachment C: Budget Narrative

Budget Narrative: Vermont Supported Training Education and Employment Partnership (VSTEED)

Personnel: VSTEED will add use their existing expert faculty to teach apprenticeship classes. The funds indicated in the grant represent the additional costs associated with their teaching and salary to expand their time to teach the courses associated with the grant. Three additional positions will be added to Vermont Tech to ensure proper coordination with partners, students, and reporting.

Personnel		# of Years	Salary Per Year	Total
Faculty	1500 Per credit x 17 = 25000 x 15	4	Dependent of Credits Taught	\$ 375,000.00
Project Manager Grant	FT 100% Grant	4	\$ 50,000.00	\$ 200,000.00
Program Assistant	FT 100% Grant	4	\$ 25,000.00	\$ 100,000.00
Employer Liason	FT 100% Grant	4	\$ 25,000.00	\$ 100,000.00
Total				\$ 775,000.00

Fringe Benefits: The chart below represents the fringe benefits associated with the personnel hired to assist with the Strengthening Working Families Grant.

Fringe Benefits			
Faculty Benefits	12% for retirement, 1% AD&D/Life/LTD, 6% Taxes, 30% Health/Dental Insura		\$ 183,750.00
Faculty FICA	0.0765	FICA	\$ 28,687.50
Project Manager Benefits	12% for retirement, 1% AD&D/Life/LTD, 6% Taxes, 30% Health/Dental Insura		\$ 98,000.00
Project Manager FICA		FICA	\$ 15,300.00
Program Assistant Benefits	12% for retirement, 1% AD&D/Life/LTD, 6% Taxes, 30% Health/Dental Insura		\$ 49,000.00
Program Assistant Benefits		FICA	\$ 7,650.00
Employer Liason Benefits	12% for retirement, 1% AD&D/Life/LTD, 6% Taxes, 30% Health/Dental Insura		\$ 49,000.00
Employer Liason Benefits		FICA	\$ 7,650.00
Total			\$ 439,037.50

Travel: VSTEED anticipates limited travel between campuses and lab hubs due to the use of distance learning live video classrooms and regional lab hubs. The current rate for mileage reimbursement is .54 per mile.

Travel			
Mileage			\$ 4,600.00
Total			\$ 4,600.00

Equipment: The equipment outlined below represents outfitting one full lab and the mobile equipment needed to bring labs statewide. Per Federal Uniformed Guidance, all equipment over \$3,000.00 will be put out to bid.

Equipment	Description	# of Units	Cost Per Unit	Total
Scanning				
Artec Eva with case	Laser Design - \$17,600	1	\$ 17,600.00	
Artec Spider	Laser Design - \$17,600	1	\$ 17,600.00	\$ 57,957.00
GeoMagic	Design X & Control	1	\$ 22,757.00	
Vision & Comparator Equipment				
Benchtop optical comparator	Mitutoyo A14 with accessories	2	\$ 9,837.90	\$ 19,675.80
RAM Optical MVP 200 with acc	D. Beck Co	1	\$ 27,319.00	\$ 27,319.00
RAM Optical Surfite 150 with acc	D. Beck Co	1	\$ 16,336.00	\$ 16,336.00
CNC Machines & Tooling				
Haas Mills	Trident Machine Tools	1	\$ 67,110.00	\$ 67,110.00
Haas Lathes	Trident Machine Tools	1	\$ 105,925.00	\$ 105,925.00
CNC tooling	Trident Machine Tools	1	\$ 9,390.83	\$ 9,390.83
4th-axis rotary table	Trident Machine Tools	1	\$ 10,686.50	\$ 10,686.50
Refrigeration Equipment				
Training unit - Maynard & O'Reilly	Strick Tool	1	\$ 9,599.96	\$ 9,599.96
			Total	\$ 324,000.09

Supplies: Those listed below support the lab and mobile equipment to bring labs across the state.

Supplies	Description/Notes		Cost Per Unit	Total
Books Materials	Various Vendors		Various for Courses	\$ 180,000.00
Casting supplies	Midwest Technology	1	\$ 429.00	\$ 429.00
Casting supplies	Kendall Mining	1	\$ 2,021.49	\$ 2,021.49
Casting supplies	Ebay - Foundry kit	1	\$ 1,549.00	\$ 1,549.00
Casting supplies	Bench Sand Rammer	1	\$ 819.00	\$ 819.00
8020 Tables	Air Inc	2	\$ 4,922.04	\$ 9,844.07
Table tops	One Pointe Solutions	2	\$ 1,035.96	\$ 2,071.92
26" Tool Cabinets	Reynolds & Son - Kennedy	3	\$ 1,077.42	
42" Tool Cabinets	Reynolds & Son - Kennedy	3	\$ 1,077.42	\$ 6,464.52
Stools	Magee Office Plus	8	\$ 307.69	
Chairs	Magee Office Plus	5	\$ 307.69	\$ 4,000.00
Screwdriver set	Amazon	6	\$ 15.45	
Torx screwdriver set	Amazon	6	\$ 15.45	
Hex wrench (allen key) set	Amazon	6	\$ 15.45	
Drawer organizer	Amazon	6	\$ 15.45	\$ 633.62
Reduced shank drill bit set	Amazon	3	\$ 15.45	
Lathe workholding book	Amazon	1	\$ 15.45	
Ring Gage	Amazon	1	\$ 15.45	
Monitors for vision systems	Dell	2	\$ 250.00	\$ 500.00
Laptop for 3D scanners	Dell	2	\$ 2,155.00	\$ 4,310.00
Material Processing Equipment				
Plates for vacuum former	Formech	1	\$ 323.00	\$ 323.00
CNC Tooling & Accessories				
CNC tooling	Trident Machine Tools	1	\$ 1,913.10	\$ 1,913.10
CNC tooling	Reynolds & Son	1	\$ 2,265.23	\$ 2,265.23

5/8" T-slot clamping kit	Grizzly	3	\$	52.28	\$	156.84
1 2 3 blocks, pair	Amazon	3	\$	14.95	\$	44.85
edge finder	Amazon - Mitutoyo	3	\$	11.50	\$	34.50
Dial test indicator set	Amazon - Mitutoyo	3	\$	132.56	\$	397.68
NOGA magnetic Dial Gage Holder	Amazon	3	\$	126.07	\$	378.20
Thread micrometer	Shars	1	\$	76.35	\$	76.35
Shop tool kit	Harbor Freight	2	\$	203.48	\$	406.97
Drill chuck for lathe tailstock	MISC	2	\$	542.86	\$	1,085.73
Tap & Die set	Amazon	1	\$	243.65	\$	243.65
Lathe tooling	MISC	1	\$	990.85	\$	990.85
CNC Software						
Cutviewer simulation software	GRZ Software	11	\$	79.00	\$	869.00
Metrology Tools						
1" Digital micrometer	Mitutoyo - 293-832-30 with Friction spindle	6	\$	167.00		
6" Digital or dial caliper	Mitutoyo - 500-196-30	6	\$	173.00		
Dial drop indicator	Mitutoyo - 2416S	6	\$	93.57		
Dial drop indicator stand	SPI - Indicator Transfer MSC#60568201	6	\$	103.50		
Dial Test indicator .0005" res	Mitutoyo - 513-402	3	\$	130.00		
Dial Test indicator .0001" res	Mitutoyo - 513-403	3	\$	169.00		
Dial test indicator stand	Fowler® 12" Workshop Transfer Stand	6	\$	113.95		
Cardiac gage	Mitutoyo Height Master Series 513 Used	1	\$	2,800.00		
Depth gage set	Fowler - 52-125-006-1 - Dial Depth Gages	6	\$	75.95		
Gage block master set	Mitutoyo - 516-902-26 Grade 0	1	\$	1,595.00		
Gage block set	53-670-038	3	\$	723.62		
Gage pins .011-.060 Class zz	Vermont Gage - 101200200	6	\$	65.00		
Gage pins .060-.250 Class zz	Vermont Gage - 101200400	6	\$	147.00		
Gage pins .250-.500 Class zz	Vermont Gage - 101200500	6	\$	218.00	\$	34,628.80
Surface roughness gage	Mitutoyo - 178-561-02A	1	\$	2,100.00		
toolmaker's vise	Brown & Sharpe 599-752-3 Toolmakers Vise	6	\$	131.00		
1 2 3 blocks, pair	BL-123 Pair of 1" x 2" x 3" Precision Steel 1-2-3 Blocks	6	\$	14.95		
parallel bars	Machinist's Thin Parallel Bar Set - 10 Pair 1/8" X 6"	6	\$	33.95		
Machinist's square set	Grizzly H2993 Machinist's Square Set, 4-Piece	6	\$	22.95		
V-block clamp	Fowler 52-475-050 Hardened Steel All-Angle V-Block and Clamp, 1.3175" Holding Capacity	6	\$	66.00		
V-block clamp - Magnetic	Mitutoyo	6	\$	264.00		
24" x 36" surface plate with ledges	O'Leary option	6	\$	209.00		
Fowler Electronic Height Gage	Fowler-Trimos V3 167/407mm Electronic Height Gage 54-192-340-0	1	\$	3,673.00		
Surface plate covers	Precision Granite	6	\$	94.00	\$	564.00
Height gage & Calibration	LF O'leary	1	\$	1,900.00	\$	1,900.00
				Total	\$	248,921.37

Contractual: VSTEED will contract with statewide partners as listed below. These contractual costs are leveraged with up to \$11,347,700 of additional resources from a wide range of partners and sources. A full list of partners, dollars leveraged, and sources of funds can be found in the “Budget and Budget Justification” section of the narrative.

Contractual	Purpose	Cost
LAB Installation Project Management	Lab Install Project management	\$ 10,000.00
Timms-Olsen	Lab Assembly	\$ 2,530.00
Demag Riggers	Moving materials testing equipment	\$ 2,800.00
Data Manager CCV	Data Management & Reporting	\$ 40,000.00
CCV - CRC/ CPT	Curric Devel & Delivery	\$ 174,974.14
Employer Liason ACCD	Employer Liason	\$ 100,000.00
VT Works for Women	Referral & Direct Support for Students	\$ 300,000.00
Vermont Adult Learning	Remediation & ELL Curric	\$ 40,000.00
Vermont Childcare Development Division	Referral, Direct Childcare Support, & Direct Support to Students	\$ 522,000.00
VT Vocational Rehab EAP Program	Referral, Direct Childcare Support, & Direct Support to Students	\$ 211,000.00
Working Bridges	Referral, Direct Childcare Support, & Direct Support to Students	\$ 300,000.00
Total		\$ 1,703,304.14

Other:

Other	Notes	Costs
Events/ conferences		\$ 5,000.00
Curriculum development	VTC Embedded Math	\$ 4,500.00
Phone		\$ 2,162.27
Marketing		\$ 20,000.00
Total		\$ 31,662.27

Indirect Costs: The Vermont Tech indirect costs associated with this grant are: \$473,474.63 as per the 39% rate set by the “Colleges and Universities Rate Agreement” for indirect costs.

Please see attachments for further details.

Total Request: VSTEED requests a total of \$4,000,000.00 to support working families in Vermont on their path achieve skilled employment, safe and reliable childcare, and a higher standard of living for themselves and their families.

Leveraged Resources (taken from the Project Narrative): VSTEED will leverage up to \$11,347,700 in additional resources from a wide range of partners and sources described in detail

in the attached signed letters of commitment. VWW will use \$300,000 in grant resources to hire an FTE to provide navigation, assessment, case management services and direct supports; they will leverage \$221,700 in agency funding and state grants to cover occupancy, training, and job placement services. CDD will use \$390,000 in grant resources to hire an FTE to coordinate child care for participants, conduct focused recruitment for new child care centers, supplement child care payments, supplement transportation costs related to child care, and provide direct participant supports; they will leverage \$7,515,000 in federal Child Care Development Funds and state general funds to subsidize child care for eligible Vermonters. VR will use \$211,000 in grant resources to hire a clinician to conduct comprehensive customized assessments and navigation services for program participants; they will leverage \$1,422,000 in federal VR funds and \$378,000 in state funds to provide comprehensive VR services to mutually enrolled participants. VAL will use \$20,000 in grant resources to build customized ELL trainings for participants; they will leverage \$800,000 Vermont Agency of Education resources to provide basic education and literacy assessments for program participants. ACCD will use \$100,000 to support the hiring of an FTE employer liaison; they will leverage \$216,000 in state appropriations to cover the balance of costs associated with the employer liaison. The statewide network of PCCs will leverage \$15,000 in state general funds in providing case management, navigation services and participating on the project advisory board. The statewide network of RPCs will leverage \$120,000 in state and local appropriations to participate on the project advisory board, assist with promotion and incorporate child care systems development work into regional planning projects. The statewide network of RDCs will leverage \$40,000 in state and local appropriations for marketing, soliciting employer input and feedback on program design, and participation in the project advisory board. VMEC will leverage \$60,000 in state

appropriations to support participation in the project advisory board, marketing for the project, and providing feedback on skills/competencies of participants completing training. RU will leverage \$560,000 in TANF resources to provide child care, transportation, tools, clothes and other supports to mutually enrolled participants. Other partners will leverage additional resources, including WIOA (VDOL), Head Start and Early Head Start (HHSA, VHSSCO), and SNAP E&T (VR).

Attachment D: Statement of Work

(1) Statement of Need (13 Points) Vermont is a small, rural state with a strong need for a skilled workforce. Vermont is unique in many ways, and our state's distinctive qualities drive its specific training needs. According to the US Census Bureau, Vermont's rate of persons over the age of 65 is higher than the national average, indicating a strong need for skilled workers as the existing workforce retires. Manufacturers in Vermont account for 10.87% of the total output in the state, employing 10.22% of the workforce. Vermont companies employed over 31,000 people in 2014, with an average annual compensation of \$61,384 in 2013, which is much higher than the average annual wage. The US Small Business Administration reported in June 2014 that Vermont small businesses employ 156,760 workers, approximately three fifths of the state's workforce. These small businesses range from manufacturing to technology, and everything in between. With three fifths of our population employed by such businesses, a strong need for overall workplace readiness skills combined with industry recognized credentials and advanced training is critically important. Small businesses lack the infrastructure and capacity to provide robust, accessible training, and with the number of small businesses growing every year, Vermont needs a strong work-ready community to meet the varied skill requirements of our diverse industries. This is especially true in the manufacturing sector because manufacturers help to drive Vermont's economy, with \$3.55 billion in manufactured goods exports in 2014. The Vermont Supported Training Education and Employment Partnership (VSTEPP) will help fill this skill gap through a collaborative effort between employers, higher education, and state and local agencies that will deliver wrap-around support services to ensure candidate success. As a recent Deloitte study on Manufacturing in New England found, "there exists today both a dearth of skilled workers qualified to work in manufacturing, as well as an under-skilled labor pool to fill available job vacancies within advanced manufacturing. The aging of the incumbent work-

force has brought the need for skilled talent to crisis levels within the industry.” VSTEED will address this issue by training workers to meet these needs. The project will create pathways to grow the pool of skilled workers by creating stackable credentials that will lead to apprenticeship opportunities and pathways to accessible degree programs at Vermont Technical College (VTC) and the Community College of Vermont (CCV). This program will result in a higher skilled workforce that will enable Vermont to reach the next level in innovation and production and meet the urgent need to create a larger pipeline of skilled individuals to replenish retirement loss.

(a) Targeted Industries and Occupations (4 points) The focus on the manufacturing sector allows working families to rapidly increase their standard of living. “Advanced Manufacturing” is a family of activities that: (a) depends on the use and coordination of information, automation, computation, software, sensing, and networking and/or (b) makes use of cutting-edge materials and emerging capabilities enabled by the physical and biological sciences. Examples of advanced manufacturing include nanotechnology, chemistry, and biology involving both new ways to manufacture existing products and the manufacture of new products emerging from new advanced technologies. (Definition: President’s Council on Science & Technology, 2011). Manufacturing employs about 31,300 Vermonters (July 2012), or about 10.25% of Vermont’s total workforce of about 305,300 (July ‘12). (Source: VT DOL) Vermont, along with many states in the nation, is experiencing a labor shortage in this critical high-growth sector where H-1B visas are often used to fill skill gaps. Average annual earnings in Vermont manufacturing is about 36% above statewide average earnings (i.e. \$51,829 in manufacturing vs. \$38,124 on average)[Source: Vermont Economy Newsletter -June 2011]. VSTEED’s project design scales existing programs and supports new programs on a statewide level to address identified skill gaps in the manufacturing industry. A total of 400 new apprentices with postsecondary

credentials will enter a career pathway to support the high-growth sector. Through statewide partnerships, participants in need of remedial academic, ELL, or basic workplace skills development will enroll in entry level training to include a Career Readiness Certificate Program paired with an industry recognized credential. The training will be offered in an accelerated format allowing participants to build academic and workplace skills, and earn both a recognized workplace credential and college credit. Each of the programs outlined will have embedded skill development through the National Career Readiness Certificate (NCRC), and an industry recognized credential in the student's field of study. The "CRC Pro" will include workplace mathematics, reading, understanding graphics, and business skills such as job seeking, and personal skills such as timeliness and teamwork. Each industry recognized credential will be vetted through a national and/or state credentialing body. Participants will develop skills to program CNC lathes and milling machines. Software linking CAD programs with CNC machines, industrial pick-and-place robots, and Flexible Machining Systems are presented. There will be an introduction to machine tools, measuring instruments, and machining operations, and how they relate to the manufacturing process. The concept of the job shop and production plant will be studied and the relationship of design, production control, and manufacturing will be demonstrated. Participants will gain proficiency in communicating mechanical designs using hand drawing and computer modeling, building on the fundamentals learned in the previous course. In addition, participants will gain skills in project management and teamwork. Participants will work in teams on short- and long-term mechanical design projects. VSTEPP is taking a multi-tiered approach to meet employers' needs for skilled workers, while affording participants the opportunity to move up with in the industry through a skills/competencies ladder. The course of study includes Career Readiness training, Certified

Production Technician training (including an industry recognized credential), and a three-part apprenticeship program with on the job experiences after each three-month section. Two tracts will be offered - Industrial Maintenance or Advanced Manufacturing. For Industrial Maintenance, math will be embedded and related to each section: Part 1- Electrical Circuits; Part 2 - Intro to Digital Circuits & Industrial Electronics; and Part 3 - Programmable Logic Controls. For Advanced Manufacturing, math will also be embedded and related to each section: Part 1 - Manufacturing Processes/ CNC and Blueprint Reading; Part 2 - Tool Geometry & Productive Metal Cutting, and Solid Works Module; and Part 3 - Computer Aided Technology and Drafting Module. Each section will have an emphasis on problem solving and innovation. Finally, all participants will be earning college credit through each distinct section, which they can then utilize to complete the Associates in General Engineering Technology, Business or STEM Studies, and can progress to a BS in Manufacturing.

(b) Targeted Population (4 points) According to the Vermont Child Development Division (CDD), which administers the Child Care and Development Fund, Vermont has only 37 child care centers and 60 family child care homes that serve approximately 2,000 children throughout the state and many high quality programs have long waiting lists. Meanwhile, the Permanent Fund documents that there are nearly 20,000 infants and toddlers in the green mountain state and the vast majority—over 70%— spend some part of each day away from home while their parents work. This percentage is higher than the national average and higher than any other New England state. According to Reach Up (RU), Vermont’s TANF program, of those who leave TANF and are employed, median earnings are under \$12,000/yr, resulting in about a third of them returning within 12 months of leaving. Child care is often cited as a barrier for one of two reasons: lack of slots in particular age groups (under 2 is the sparsest); or co-pays are too

expensive. Other barriers often cited include transportation and mental/physical health. VSTEED has a vast referral network for reaching the targeted population, as demonstrated by the attached letters of commitment, including (but not limited to): Vermont Department of Labor (VDOL), VocRehab Vermont (VR), RU, Parent Child Centers (PCCs), employer partners, Vermont Office of Economic Opportunity (OEO), CDD, Vermont Manufacturing Extension Center (VMEC), Vermont Head Start Association (VHSA), and Vermont Adult Learning (VAL). Upon grant award, VSTEED staff will meet with the leadership and staff of referral partners to facilitate outreach and provide project materials, including a description of career pathways and navigation services. VSTEED will also develop and distribute a rubric by which referring entities will understand how to discern if individuals, including eligible incumbent workers, are likely to be good candidates for completing the program, as well as how to refer individuals for eligibility determination by VSTEED staff. This targeted recruitment among VSTEED partners will maximize the possibility for co-enrollment, increase the likelihood that appropriate referrals are made, and enable maximum leveraging of resources.

(c) Required Partnerships (5 points)

Partners	Referrals	Assessments	Training and Education	Child Care	Support Services	Employment	Project Advisory	Systems Development	Project Admin.
Employer Partners	X			X		X	X	X	
Child Care Providers	X			X			X	X	
Vermont Department of Labor	X	X		X	X	X	X		
State Workforce Development Board	X					X	X	X	
Vermont Office of Economic Opportunity	X				X				

Child Development Division	X			X	X		X	X	
Vermont Child Care Industry and Careers Council	X		X				X	X	
Vermont Association for the Education of Young Children	X		X				X	X	
Vermont Birth to Five/Permanent Fund	X	X		X	X		X	X	
VT Head Start Assoc./VT Head Start State Collaboration Office	X			X	X		X	X	
Vermont Manufacturing Extension Center	X		X				X		
Reach Up (Department for Children and Families)	X	X		X	X		X		
VocRehab Vermont	X	X		X	X	X	X		
Vermont Agency of Commerce and Community Development	X		X			X	X	X	
Vermont Adult Learning	X	X	X				X		
Vermont Works for Women	X	X		X	X		X	X	
Vermont Parent Child Centers	X	X		X	X		X	X	
Regional Development Corps./Regional Planning Commissions							X	X	
Child Care Resource	X			X			X		
United Way of Chittenden County	X	X		X	X	X	X	X	
Vermont Technical College/Community College of Vermont	X		X			X	X	X	X

The table above indicates the roles and responsibilities required for all partners necessary to implement all aspects of the project. More detailed descriptions of partners' proposed activities, including how they align with state initiatives such as Vermont's Comprehensive Economic Development Strategy (CEDS) can be found in the attached letters of commitment. The productivity, retention, advancement, ambition, and financial stability of many employees are largely impacted by factors that exist outside of the workplace. While the physical and/or emotional influences (e.g. family, health, financial) originate outside of work, they readily create repercussions within the workplace. As a result, efforts such as VSTEER that aim to help employees manage these factors present an opportunity to empower employees at work by empowering them outside of it. VSTEER will work closely with employers across the state to identify workforce needs and provide entry and mid-level training to job seekers and incumbent

workers. In doing so last year, VTC and CCV provided workforce training to 3,700 employees and job seekers. Additionally, the colleges work closely with VDOL, the Vermont Agency of Commerce and Community Development (ACCD) and the Vermont Agency of Education (AOE). The colleges are also an active member of the statewide Workforce Development Board and staff members are active in Regional Workforce Partnerships. Aligned with Vermont's CEDS, VSTEPP addressed the following priorities in that document: providing access to relevant, dynamic, and appropriate training for both incumbent workers and those entering the workforce; aligning secondary education coursework with skills necessary for entry into the field of advanced manufacturing and to define career paths in terms of post -secondary education requirements; developing career ladders by facilitating enrollment of Vermont students into educational programs; expanding enrollment in manufacturing education, training and apprenticeship programs; and creating abbreviated and accelerated education and training at the Vermont State Colleges.

(2) Expected Outcomes and Outputs (13 points)

(a) Program Level Activities - Projected Outcomes (6 points) VSTEPP has developed a comprehensive strategy to quickly build skill levels from workforce readiness to technical competency, enabling participants to become successful in the workplace. Given its statewide focus, employer participation and demonstrated need for skilled workers of the next 10 years, VSTEPP is developing a workforce pipeline to ensure economic success for employers, participants and their respective communities. CCV and VTC have deciphered through previous grant opportunities that these training programs are currently unavailable throughout the state on a scale that is needed to meet the state's workforce needs. Over the next 10 years, Vermont will see unprecedented loss of skilled labor due to retirement and the need to start building a skilled

employee pipeline is urgent. The apprenticeship model allows for transfer of knowledge through the on-the-job mentoring component, combined with classroom and hands-on lab experience that results in a comprehensive education. With three-fifths of our population employed by such businesses, a strong need for overall workplace readiness skills combined with industry recognized credentials is critically important. Small businesses lack the infrastructure and capacity to provide robust, in-house readiness training, and with the number of small businesses growing every year, Vermont needs a strong work-ready community to meet the varied skill requirements of our diverse industry. We will enroll 400 apprentices (100 Incumbent workers and 300 new hires) over the 4 year period of the grant. (Please see Attachment and below.)

#	Outcome Measure	Targets for all participants
1	Total Participants Served	Year 1: 50 Year 2: 150 Year 3: 150 Year 4: 50 Total: 400
2	Total Participants Enrolled in Education/ Training Activities	Year 1: 50 Year 2: 150 Year 3: 150 Year 4: 50 Total: 400
3	Total participants Completing Education/ Training Activities	Year 1: 25 Year 2: 100 Year 3: 100 Year 4: 100 Total: 325
4	Total Participants Who Complete Education/ Training Activities AND Receive a Degree or Other Credential	Year 1: 25 Year 2: 100 Year 3: 100 Year 4: 100 Total: 275
5	Total Number of Unemployed Participants who Obtain Employment After Training Completion	Year 1: 10 Year 2: 25 Year 3: 50 Year 4: 15 Total: 100
6	Total Number of Incumbent Worker Participants that Advanced into a New Position After Training Completion	Year 1: 10 Year 2: 35 Year 3: 35 Year 4: 20 Total: 100
7	Total number of Those Participants Employed at Enrollment Who Received a Wage Increase After Training Completion	Year 1: 25 Year 2: 50 Year 3: 50 Year 4: 50 Total: 175
8	Median Earnings Upon Training Completion for Targeted Population - \$13 per hour	Year 1: 50 Year 2: 125 Total: 175

The benchmarks for success in this area will include: recruiting from diverse sources; continuing investment in education and training of workers and partners; decision-making and accountability throughout the workforce, not just at the top; and organizational focus on developing and retaining human capital.

(b) Capacity to Collect, Store and Protect Participant Data (3 points) The Vermont State College's (VSC) organizational structure and processes allow for timely reporting on all federal, state, and local grants. Staff in both the business office, the office of institutional research, and program staff work closely on the development of the quarterly reports, budget narratives, and annual reports to align procurement and reporting processes to the programs goals and objectives. VTC and CCV, as part of VSC's ERP system, utilize the system's Colleague software (by Elucian Datatel) for automated accounting processes, and Image Now for electronic document storage and workflow approval system for procurement. Bank of America is used as the college's procurement card program and Synoptix is used for reporting. The VSC and member colleges currently analyze student cohort groups on various criteria through our internal information management system, Datatel, and through the Director of Institutional Research's Intermediate Data Warehouse application. VSC tracks overall course completion rates, overall course success, success of developmental completers in next course in sequence, semester-to-semester retention, fall-to-fall retention, and degree completion rate. Further analysis is broken out by gender, age (traditional college age vs. adult learners), and first generation students. VSC will establish unique coding for the programs developed through this project in order to monitor participant progress, including course completion, progression toward certificate, certificate completion, and credential attainment, along with post-completion tracking through participant and employer surveys and VDOL wage data tracking.

(c) Cost Effectiveness (2 points) With a cost-per-participant of \$10,000, VSTEED compares favorably to other Vermont workforce initiatives. Given the breadth of instruction, in addition to the support services infrastructure, direct supports such as child care and transportation, as well as systems-level interventions, VSTEED is incredibly cost-effective. Registered apprenticeship, although costly, is widely considered among the most effective workforce training options. Mathematica Policy Research says that registered apprenticeship has a highly favorable cost to benefit ratio. VSTEED not only offers more than a standard registered apprenticeship program, it is substantially less expensive than other programs of its type. Lastly, it should be noted that USDOL's investment in VSTEED will also result in the added benefit of improving job quality of participants, particularly those that go from part-time or temporary positions to full-time benefitted positions.

(d) System Level Activities - Projected Outcomes (2 points) Actual outcomes will be compared quarterly to projected outcomes to measure success and the need for improvement. The successes and strategies from VSTEED will be used to model other initiatives statewide. Employer and organizational relationships will continue to be strengthened through ongoing conversations to identify educational gaps and deliver the trainings required to keep the workforce strong. Participation of most partners in the project advisory board ensures that VSTEED will have the opportunity to regularly present data tracking progress on the following indicators: number of participants who have children enrolled in child care v. number still seeking care (goal – demonstrate an increase in access); number of participants who report satisfaction with their child care arrangements (goal – increase in quality); number of children enrolled in child care programs that have 3, 4 or 5 stars (goal – increase in quality); number of children who are accessing free publicly funded preschool as part of their child care (goal –

increase in access); number and types of programs children are enrolled in, i.e. homes, licensed centers, afterschool programs (goals – increase options for different types of child care); and parent assessment of difficulty/ease in accessing child care (goals – increase in access). VSTEPP will assess these goals quarterly with project partners and stakeholders and draw conclusions regarding the success of the systems level activities at the end of the period of performance.

(3) Project Design (56 points)

1. Program Level Activities (32 points)

A. Customized Assessments (2 points) All participants will undergo a variety of assessments after eligibility has been verified and enrollment occurs. Once referred to one of the VSTEPP navigation partners (Vermont Works for Women (VWW), Working Bridges (WB), VR, and the PCCs), those participants who have not already had recent assessments will either be assessed by the navigation partner and/or referred elsewhere to identify and prioritize barriers to education and training. Participants requiring adult basic education services will be referred to a local VAL office for assessment. VR has been engaged statewide to offer comprehensive, customized clinical assessments to participants lacking baseline assessments.

B. Supportive and Referral Service(s) (6 points) VSTEPP partner CDD oversees the Child Care Development Fund and can provide clear accurate information to support child care needs. CDD information will help ensure existing CDD funds will provide the foundational supports for child care subsidy and professional development, while assuring funds from this grant will be used most efficiently. CDD manages Child Care Financial Assistance services, Quality Program and Professional Development systems, and licensing, all of which relate to and will contribute to assisting participants, and maintains a comprehensive data base that integrates data from multiple sources, including subsidy, licensing, program quality and child care staff

qualifications. CDD also coordinates across divisions and state agencies, such as the Agency of Education and Department of Health, to improve systems integration of programs to better serve families and children. This is reflected in the stated goals of the division and has recently received additional support through the Race to the Top Early Learning Challenge grant awarded to Vermont. Child Care Resource (CCR), a non-profit child care resource and referral agency that helps families and providers make child care connections, will also play critical roles. With a long history of working with Vermont's statewide network of child care resource and referral agencies to assist families in finding child care and accessing financial assistance to pay for it, they will manage comprehensive child care referral services for program participants through a statewide network of locally-based child care referral services. CCR will also manage scholarships for participants to supplement the child care assistance available through CDD. VDOL will leverage WIOA, RU will leverage TANF, and VR will leverage federal VR resources on behalf of eligible participants to address barriers to employment, including child care, transportation, tools, and clothing. OEO will facilitate access to the statewide network of housing assistance grantees and Community Services Block Grant agencies to leverage additional participant supports. Head Start and Early Head Start programs will provide participant supports for dually enrolled participants, as will Vermont Birth to Five (VB5) and the statewide network of PCCs. VWW and WB will both hire staff to provide navigation services, case management and the provision of direct support service dollars to address barriers.

C. Program Model/ Strategies (18 points) In order to support as many working families as possible, VTC, CCV and its community partners have developed a career pathway with many access points and opportunities for quick training in order to gain the next level of skill and pay on the job. This career path will start with a partnership with VAL (and its sister agencies across

the state) in order to give participants any essential skills needed to enter the workforce.

Programs in high school completion and/or English language will be offered. In particular, the English language curriculum will be furthered to incorporate manufacturing workplace-based language specifically around safety and machinery operation. The next level of training will be a Career Readiness Certificate Program focused on manufacturing. This is a nationally recognized credential that is part of the Working Keys program and allows those who are un-employed, underemployed, re-entering the workforce, and/or changing careers to gain the baseline skills to move into manufacturing sector employment with confidence. CCV has extensive experience offering this training across the state. Those who have recent positive work experience but are unfamiliar with the manufacturing industry could enter the pathway by gaining the status of a Certified Production Technician (CPT). This certification is nationally recognized by the Manufacturing Skills Standards Council and has four modules that focus on: Safety, Quality Practices & Measurement, Manufacturing Processes & Production, and Maintenance Awareness. This course is offered in partnership by CCV (offering the classroom lecture portion) and Vermont Tech (offering the hands on lab). Participants who have some manufacturing experience can increase their skills by participating in a three-part Registered Apprenticeship. This newly formed apprenticeship model allows participants to break up the normally long classroom training portion into three sections. On-the-Job training will be offered by employer partners between sections. Wrap around support services for working families in areas such as housing, food security, transportation, childcare, and financially literacy will be provided through the VSTEPP partnership. This career pathway is further expanded when participants take advantage of employer tuition remission programs to earn associates and/or bachelor's degrees. Both CCV and Vermont Tech offer appropriate degree programs in areas such as:

manufacturing, engineering, business, and STEM. Strategies: We will enroll 400 apprentices (100 Incumbent workers and 300 new hires) over the 4 year period of the grant. The project will utilize a rigorous four-step process to identify and select eligible apprentices:

1. Project participants will first complete a program application containing demographic, educational and military services questions about prospective participants. The content of the completed application will provide critical insight to ensure that the project will serve targeted underrepresented populations.
2. Applicants will complete an assessment designed with employer input to assess academic and/or industry specific skills.
3. If the assessment indicates a need for remedial assistance, the candidate will enter the Career Readiness Program to gain the skills and training required to be successful in the workplace. This program is offered in partnership with VDOL. Participants in the CRC program will: improve resume and interviewing skills; develop teamwork and interpersonal skills; practice time and project management; identify trends and interpret data; learn basic computer and math skills; and build a solid career foundation. Participants will focus on the skills most requested by Vermont businesses, and all participants in the course become eligible for two certificates: The National Career Readiness Certificate (NCRC) and the Governor's Career Readiness Certificate (GCRC).
4. Employers and VSTEPP Team will conduct candidate interviews. Accepted Candidates will be notified and meet with an advisor.

Supportive services will also include career advising, academic tutoring, college admissions and advising. VSTEPP will create pathways from the CCV's programs to VTC's apprenticeship program and two and four year degrees to increase opportunities for job advancement for

Vermont employees. The program is intended to meet students where they are, whether they are in need of entry-level or middle-level preparation or are making a career change. Credentials can be earned all along the pathway, are stackable, and will transfer easily into an advanced certificate or degree program. College credit can be earned in a variety of ways, including credit for prior learning, industry credentials and coursework taken online, classroom based and in accelerated hybrid models. The programs are intended to skill-up individuals quickly to gain entry-level positions and also provide ongoing education for higher level positions leading to a specific career pathway. Specifically, programs will be aligned with National Association of State Directors of Career Technical Education Consortium's National Career Clusters® Framework. Additionally, the apprenticeship model develops highly skilled employees. Once established, apprenticeship programs also reduce turnover rates, increase productivity, lower the cost of recruitment, and increase safety in the workplace/job site, according to a study by the Washington State Workforce Board in 2008. Apprentices also earn competitive wages, a paycheck from day one and incremental raises as skill levels increase. The average wage for a fully proficient worker who completed an apprenticeship translates to approximately \$50,000 annually. Apprentices who complete their program earn approximately \$300,000 more over their career than non-apprenticeship participants. Due to Vermont's rugged terrain, harsh winters, little public transportation and a limiting east-west corridor, travel to training is often difficult and expensive. The statewide geographic model upon which CCV and VTC was formed mitigates some of these factors, and early adoption of online and telepresence classes further extended this reach. VTC and CCV have focused on expanding and improving delivery of technology-enabled learning in online, hybrid, and on-site courses.

D. Employment and Retention Strategies (6 points) VTC has long standing relationships with several key partners that will provide strong resources for potential employees across the state. The primary job placement organization will be the thirteen statewide VDOL local Career Resource Centers. These highly successful centers provide in-community employment placement using relationships developed with local employers. Specially trained counselors provide placement services for the veteran community. VTC will also work with VR, and the Vermont Department of Human Services (i.e. RU) to identify and support employment placement. In addition, VTC is working with ACCD to develop and hire a Workforce Coordinator that will focus on the detailed work of identifying skills needed by employers and assisting with the collaboration between VSTEER and employers in the development of curriculum. Each partner organization will identify a primary and secondary point of contact for communication and data collection. Communication and data will be collected by the grant Program Manager, and advancement and wage increases will be recorded in coordination with VDOL.

2. System Level Activities (18 points) as described in section (3) 1. B. of this proposal, VSTEER has strong, direct connections to existing child care consumer education and referral systems through CDD, VACCRRRA, CCR, VAEYC, VHSA, VCCICC, PCCs and VB5. CDD will play a lead role in coordinating different child care-related partner roles and will hire an FTE dedicated to the project to focus on coordinating, monitoring and responding as needed to the child care needs of program participants. This staff person will interact directly with VSTEER partners serving in navigation roles, as well employer partners seeking child care solutions for their front-line staff, and will act as point-person in the project for all participant issues related to child care. They will also coordinate and encourage the braiding of child care resources across various partners with access to resources for the direct provision of child care services. VSTEER

administrative staff will conduct monthly partner meetings initially as the project is implemented, partly to provide a forum in which staff can share expertise on both the child care and workforce systems. This forum will also be used to bring in outside expertise for training and professional development of staff. Some VSTEPP participants may already be working and have children in child care, so another way child care services and the workforce system can work together is to leverage Child Care programs as an outreach partner in letting parents of enrolled children know about VSTEPP. The quality child care centers and home based programs that are monitored and supported through CDD implement the Center for the Study of Social Policy (CSSP) recommendations to support and strengthening families in the context of child care and can be a resource to families enrolled in training. These and other child care programs have benefited from training on the CSSP Strengthening Families Protective factors provided to many child care programs and these practices are also recognized in Vermont's program quality recognition system, STARS, a solid professional development system with a career ladder. As providers ascend the career ladder through degrees and credentials, STARS recognizes this, fostering a continuous improvement dynamic. This, in turn, translates into higher CDD child care financial assistance rates paid to the program on behalf of low-income families and adds to the financial viability of the program. STARS participation and STAR level in Vermont is linked to payments for child care, which means increased income to programs and lower co-pays for low-income parents. As previously stated, CDD maintains a comprehensive database that integrates data from multiple sources, including subsidy, licensing, program quality and child care staff qualifications and also coordinates across divisions and state agencies to improve systems integration to better serve families and children. These attributes combine to foster an environment of data sharing and data linkages. Furthermore, project partners playing navigation

roles will work closely with state agency partners such as RU, VR, and VDOL to minimize the loss of existing benefits and services as they progress through the project. These direct relationships will result in increased communication and understanding of the complexities faced by participants as they decrease reliance on public benefits and will result in expanded capacity within the workforce system to serve customers with child care needs. VB5 works directly with Vermont's more than 1,400 child care programs to strengthen their programs through initiatives including mentoring, professional development, and creating sustainable business practices. VB5 has developed trusting relationships with these programs and will utilize these connections to support the Vermont Supported Training Education and Employment Partnership, resulting in access to high quality child care for participating families and a strengthened child care system. VCCICC will support college coursework for child care workers, including registered apprenticeship, to help child care programs stay in business by providing the training to help them attain credentials to meet emerging child care regulations. This work will target program directors and those courses linked to the Vermont Child Care Program Credential will be prioritized, which aligns with the goal of the Statewide Professional Preparation and Development Committee. VAEYC will provide mentoring for new center-based program start-ups with a focus on building capacity for infants and toddlers, in addition to non-traditional hours care. This is intended to provide support for new programs to ensure that they establish a viable program that can increase in quality through the STARS program, which will result in higher reimbursements for subsidized care. MATCH, a new statewide structure for recognizing and supporting mentoring will be a resource used to link mentors with appropriate programs. Private care providers have committed to participating on the VSTEPP advisory project, ensuring that the voice of small providers is heard and considered as strategies for increasing access and

quality in child care are identified and implemented. RPCs/RDCs involvement in the project ensures that regional economic development planning includes strategies to improve access to and the quality of child care throughout the state.

3. Project Management and Work Plan (6 points)

Activity	Implementer	Costs	Timeline	Outcomes/ Anticipated Challenges
Hire Program Personnel	VTC CEWD Director and Business Manager	Year 1	July 1-August 1, 2016	Hire Program Manager
Lab development	VTC VSTEER TEAM	Year 1: \$427,511.46	July 1-August 1, 2016	Enhance Williston Campus lab and deploy mobile lab
Outreach and Advisory Board Connection	VTC CEWD Director & VSTEER Team	Year 1	July 1-August 1, 2016	employers Establish OJT sites Strengthen Partnerships
Recruit Qualified Candidates	VTC VSTEER TEAM and Subcontractors - VT Works for Women, Voc Rehab, VDOL, Child Care Resources and Working Bridges	Year 1: \$67,583 Year 2: \$67,583 Year 3: \$67,583	Start Date: August 15, 2016 End Date: December 15, 2018	Implement Selection Process Work with referral agencies and employers Establish Regional Cohorts
Implement the Project	VTC CEWD Director CCV Executive Director of Workforce VSTEER Program Manager Business Outreach Manager Program Assistant Business Manager subcontractor: VALS for ELL Training and Working Bridges for Financial Literacy	Year 1: \$774,278 Year 2: \$900,000 Year 3: \$900,000 Year 4: \$500,000	Start Date: August 30, 2016 End Date: May 30, 2019	Outreach and Awareness Raising Deploy Training Statewide Train and Certify Participants Partnerships with organizations offering Industry Recognized Credentials strengthened New credentials brought to the state Offer prior learning assessment. Courses offered within the Career Pathways
Program and Data Analysis	VTC Third Party Evaluator to be identified Grant Compliance Officer Vermont Department of Labor Director of Institutional Research	Strategy Total: \$199,650 Year 1: \$49,163 Year 2: \$49,163 Year 3: \$49,163 Year 4: \$52,162	Start Date August 15, 2016 End Date: May 30, 2019	Evaluation communication plan Outcome Evaluation defined Evidence of higher rate of certificate completion Evidence of higher rate of credential attainment Evidence of Accelerated career Training Program to increase retention rates, completion rates, number of credential holders, and employment rate

4. Organizational, Administrative, and Fiscal Capacity (10 points) VTC's business and financial operations are coordinated by staff whose experience and skill ensure that the college's resources are managed with integrity. System-wide and college specific policies are in place to guide as well as evaluate appropriate actions by employees and administration to ensure control

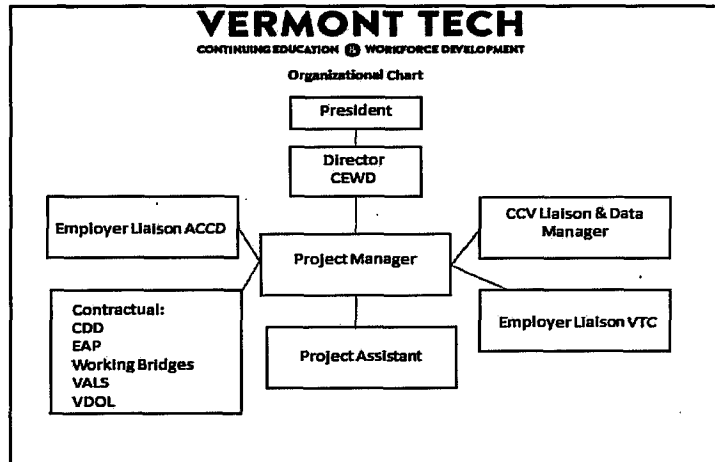
and compliance and efficient use of limited resources. The college conducts monthly, quarterly, and annual financial reviews to verify the accuracy of financial information and to insure internal controls are in place. As an entity of the VSC, VTC's financial statements are audited and consolidated into the financial statements of the VSC. The VSC has consistently received unqualified audit reports assuring that the financial statements are free of material misstatements. Implementation of the grant is overseen by the Director of Continuing Education and Workforce Development, who possesses professional qualifications consistent with other mid-level academic administrators at the college, including a master's degree. The Director and Project Team have worked on projects with other USDOL-funded programs, including CCV's TAACCCT 4 grant, and Vermont Technical College's TAACCCT 2 grant.

Staffing Plan:

- Program Manager – This position will be point of contact for DOL, will facilitate advisory group, be liaison for partner entities and oversee communication structure and implementation team to ensure program completion and compliance, budget and reporting. Qualifications: Bachelor's Degree in education, business or organizational development, Master's preferred with significant experience in workforce training.
- Employer Recruiter - This position will provide outreach to employer partners and assist with student placement and advising. Qualifications: Bachelor's degree and experience in adult learning theory, needs assessment and workforce development.
- Program Assistant/ Advisor – This person will assist with class planning, student intake, invoicing, and logistics. Qualifications: Bachelor's Degree.

- Research Analyst – This person provides data collection and management capacity, reporting support and analysis and evaluation of program. Qualifications: Bachelor’s degree in statistics or related experience.
- Accounting Assistant – This person assists with accounting systems and budgetary needs to ensure reconciled and compliant grant budget. Qualifications: Associate’s degree in accounting, Bachelor’s degree preferred.

VTC’s organizational structure and processes allow for timely reporting on all federal, state, and local grants. Staff in both the business office staff, the office of institutional research, and program staff work closely on the development of the quarterly reports, budget narratives, and annual reports to align procurement and reporting processes to the programs goals and objectives. Again, VTC and CCV are part of VSC’s ERP system, which utilizes the system’s Colleague software (by Elucian Datatel) for automated accounting processes, and Image Now for electronic document storage and workflow approval system for procurement. Bank of America is used as the college’s procurement card program and Synoptix is used for reporting. A review of VTC’s financial reporting submissions for the current ETA TAACCCT grant on the Department of Labor “Grantee Reporting System” indicates that required reporting data is consistently submitted on time. VTC complies with the Uniform Guidance for all Federal grants. Procurement processes follow the VSC Policies for purchasing via procurement cards, purchase orders, or check requests through accounts payable.



(5) Past Performance – Programmatic Capability (3 points)

VTC has received a TAACCCT 2 grant and CCV has received a TAACCCT 1 and a TAACCCT 4 grant. VTC is a recipient of TAACCCT 4. VTC also received a US Department of Labor Green Jobs grant, which was completed in 2013. We exceeded our goal to train 200 participants in renewable energy careers statewide: total trained 228.

The Medical Assisting program, developed through TAACCCT I, is now one of CCV’s largest degree programs, and was the first to require internships which lead to an industry recognized credential. VTC and CCV’s contact for these grant programs is Suzanne Pouliot - USDOL / Employment and Training Administration, Workforce Development Specialist (FPO) - (617) 788-0180. This new project will align closely with and build from TAACCCT 4 projects.

Articulation agreements between the VTC and CCV will detail educational pathways to certificates, associate and bachelor’s degrees, including guarantees of academic credit for every student in the project. Graduates who want to continue their education in associate or baccalaureate and technical degree programs will have a seamless pathway to career-focused degree programs.

(6) Budget and Budget Justification (5 points)

(a) Budget Narrative (1 point) Personnel: VSTEED will add use their existing expert faculty to teach apprenticeship classes. The funds indicated in the grant represent the additional costs associated with their teaching and salary to expand their time to teach the courses associated with the grant. Three additional positions will be added to Vermont Tech to ensure proper coordination with partners, students, and reporting.

Fringe Benefits: The chart below represents the fringe benefits associated with the personnel hired to assist with the Strengthening Working Families Grant.

Travel: VSTEED anticipates limited travel between campuses and lab hubs due to the use of distance learning live video classrooms and regional lab hubs. The current rate for mileage reimbursement is .54 per mile.

Equipment: The equipment outlined below represents outfitting one full lab and the mobile equipment needed to bring labs statewide. **Supplies:** Those listed below support the lab and mobile equipment to bring labs across the state. Per Uniform Guidance equipment over \$3000 will be put out to bid.

Contractual: VSTEED will contract with statewide partners as listed below. These contractual costs are leveraged with up to \$11,347,700 of additional resources from a wide range of partners and sources. A full list of partners, dollars leveraged, and sources of funds can be found in the “Budget and Budget Justification” section.

Other: Indirect Costs: The Vermont Tech indirect costs associated with this grant are: \$ 3,526,525.37 as per the 39% rate set by the “Colleges and Universities Rate Agreement” for indirect costs. Please see attachments for further details.

Total Request: VSTEED requests a total of \$4,000,000.00 to support working families in Vermont on their path achieve skilled employment, safe and reliable childcare, and a higher standard of living for themselves and their families.

Category	Total
Personnel	\$ 775,000.00
Fringe Benefits	\$ 439,037.50
Travel	\$ 4,600.00
Equipment	\$ 324,000.09
Supplies	\$ 248,921.37
Contractual	\$1,703,304.14
Other	\$ 31,662.27
Total Direct Charges	\$3,526,525.37
Indirect Charges	\$ 473,474.63
Total Request	\$4,000,000.00

(b) **Leveraged Resources (4 points)** VSTEED will leverage up to \$11,347,700 in additional resources from a wide range of partners and sources described in detail in the attached signed letters of commitment. VWW will use \$300,000 in grant resources to hire an FTE to provide navigation, assessment, case management services and direct supports; they will leverage \$221,700 in agency funding and state grants to cover occupancy, training, and job placement services. CDD will use \$390,000 in grant resources to hire an FTE to coordinate child care for participants, conduct focused recruitment for new child care centers, supplement child care payments, supplement transportation costs related to child care, and provide direct participant supports; they will leverage \$7,515,000 in federal Child Care Development Funds and state general funds to subsidize child care for eligible Vermonters. VR will use \$211,000 in grant resources to hire a clinician to conduct comprehensive customized assessments and navigation services for program participants; they will leverage \$1,422,000 in federal VR funds and \$378,000 in state funds to provide comprehensive VR services to mutually enrolled participants.

VAL will use \$20,000 in grant resources to build customized ELL trainings for participants; they will leverage \$800,000 Vermont Agency of Education resources to provide basic education and literacy assessments for program participants. ACCD will use \$100,000 to support the hiring of an FTE employer liaison; they will leverage \$216,000 in state appropriations to cover the balance of costs associated with the employer liaison. The statewide network of PCCs will leverage \$15,000 in state general funds in providing case management, navigation services and participating on the project advisory board. The statewide network of RPCs will leverage \$120,000 in state and local appropriations to participate on the project advisory board, assist with promotion and incorporate child care systems development work into regional planning projects. The statewide network of RDCs will leverage \$40,000 in state and local appropriations for marketing, soliciting employer input and feedback on program design, and participation in the project advisory board. VMEC will leverage \$60,000 in state appropriations to support participation in the project advisory board, marketing for the project, and providing feedback on skills/competencies of participants completing training. RU will leverage \$560,000 in TANF resources to provide child care, transportation, tools, clothes and other supports to mutually enrolled participants. Other partners will leverage additional resources, including WIOA (VDOL), Head Start and Early Head Start (HHSA, VHSSCO), and SNAP E&T (VR).

- 1) Lead Applicant: Vermont Technical College (VTC); Institution of Higher Ed; Randolph Ctr, VT.
- 2) Project Name: Vermont Supported Training Education and Employment Partnership (VSTEED)
- 3) Service Location: the entire state of Vermont
- 4) Total Funding Request Amount: \$4,000,000
- 5) Target Populations Served: Unemployed and/or underemployed parents who need either short-term intensive training leading directly to employment or credential-focused intensive training allowing entry into career pathways and resulting in employment; also, frontline incumbent workers who are parents with childcare responsibilities and in need of training that will lead to career advancement within the industry. All participants will be 17 years or older, out-of-secondary school, eligible to work in the United States, and considered a custodial parent. Veterans will have priority for participation, as will military spouses with dependents in need of training and employment.
- 6) Targeted H-1B Industry: Advanced Manufacturing
- 7) Project Summary: VTC is seeking \$4M in USDOL funding under the SWFI initiative to support VSTEED - a comprehensive, statewide, public/private partnership focusing on building innovative and evidence-based practices, systems and protocols to remove barriers faced by working, low-income Vermont families in accessing and succeeding in education and training programs that will increase their opportunities to advance in their fields of choice and lead to better-paying jobs.
 - a. Program Level Design Description – Curriculum will focus on H-1B-aligned career pathways in advanced manufacturing throughout Vermont. Participants will undertake customized individual assessments to identify training needs and skills deficiencies, as well as to identify barriers to successful education, training and employment. Career paths will typically incorporate work with Vermont Adult Basic Education agencies, Community College of Vermont's (CCV) Career Readiness Certificate Program focused on manufacturing, and CCV's nationally-recognized Certified Production Technician (CPT) credential. A new innovative, accessible three-part Registered Apprenticeship featuring On-the-Job training and a pathway to a VTC degree will be offered.

VSTEEP partners will assist participants in addressing child care issues and other barriers through navigation services, direct assistance and leveraging all available federal, state and private resources.

b. Systems Level Strategy Description – VSTEEP resources will enhance existing best practices in developing and implementing plans for communities throughout the state to help families access and better navigate complex systems of support services, including quality, affordable child care.

8) Projected Goals: 400 participants will enroll in and complete education/training activities.

a. 275 participants will earn degrees and credentials; 200 participants will obtain jobs or advance.

b. All participants will receive individualized assessments and career pathways planning; job placements will be achieved through employer partner commitments and partnerships with Vermont Department of Labor (VDOL) and the Vermont State Workforce Development Board (SWDB).

c. VSTEEP will: increase access to quality child care; advance professional development in the child care industry; increase capacity in the child care referral network; and further establish regional and statewide partnerships to better coordinate and maximize available support for working parents.

9) Required Partners: VDOL, SWDB, VTC, CCV, Vermont Adult Learning, GW Plastics, GE Aviation, Global Foundries, GS Precision, Vermont Child Development Division, Vermont Head Start State Collaboration Office, Vermont Head Start Association, Parent Child Centers, private care providers, Vermont Birth to Five, Child Care Resources, Vermont Association for the Education of Young Children, and Vermont Child Care Industry and Careers Council.

10) Strategic Partners: Vermont Agency of Commerce and Community Development, Permanent Fund, VocRehab Vermont, Vermont Works for Women, United Way of Chittenden County, Vermont Regional Planning Commissions, Vermont Regional Development Corporations, Reach Up, and Vermont Office of Economic Opportunity.

11) Public Point of Contact (POC): Maureen Hebert, Director, Office of Continuing Education & Workforce Development, Vermont Technical College; MHebert@vtc.vsc.edu; (802)879-2336

Attachment B: Performance Outcomes Table

#	Outcome Measure		Targets for all participants
1	Total Participants Served	Year 1: 50 Year 2: 150 Year 3: 150 Year 4: 50	Total: 400
2	Total Participants Enrolled in Education/ Training Activities	Year 1: 50 Year 2: 150 Year 3: 150 Year 4: 50	Total: 400
3	Total participants Completing Education/ Training Activities	Year 1: 25 Year 2: 100 Year 3: 100 Year 4: 100	Total: 325
4	Total Participants Who Complete Education/ Training Activities AND Receive a Degree or Other Credential	Year 1: 25 Year 2: 100 Year 3: 100 Year 4: 100	Total: 275
5	Total Number of Unemployed Participants who Obtain Employment After Training Completion	Year 1: 10 Year 2: 25 Year 3: 50 Year 4: 15	Total: 100
6	Total Number of Incumbent Worker Participants that Advanced into a New Position After Training Completion	Year 1: 10 Year 2: 35 Year 3: 35 Year 4: 20	Total: 100
7	Total number of Those Participants Employed at Enrollment Who Received a Wage Increase After Training Completion	Year 1: 25 Year 2: 50 Year 3: 50 Year 4: 50	Total: 175
8	Median Earnings Upon Training Completion for Targeted Population - \$13 per hour	Year 1: 50 Year 2: 125	Total: 175