



**Indiana**  
Economic Development Corp<sup>®</sup>

**Grants management and Treasury Reporting guidelines Session**



**January 18, 2022**

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# AGENDA

- ▶ Introductions
- ▶ IEDC
- ▶ Federal Funding Guidelines
- ▶ Overview of the American Rescue Plan Act (ARPA)
- ▶ ARPA/Treasury Guidelines
- ▶ Preview of Future Sessions
- ▶ Questions?

# INTRODUCTIONS

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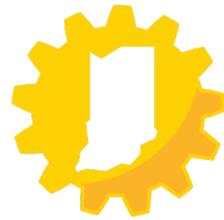


**Please respond with the region that you represent**

ⓘ Start presenting to display the poll results on this slide.

# Federal Guidelines

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## Federal Funding

- ▶ The source of this funding was granted by the Indiana General Assembly as part of the State of Indiana's allocation of the American Rescue Plan Act and qualifies as a federal grant.
  - ▶ ARPA related funding differs from previous pandemic related relief (CRF or CARES) in that it is highly regulated under Title 2 of the Code of Federal Regulations.
  - ▶ Compliance with these requirements is required and all of the funding is subject to reporting and potential audit.
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# Federal Funding

## What is it?

- ▶ A federal grant is an award of financial assistance from a federal agency to a recipient to carry out a public purpose of support or stimulation authorized by a law of the United States.
  - ▶ Grant funding is categorized as either:
    - ▶ A **direct grant** means that the recipient receives the money directly from the federal government, with no intermediary in between.
    - ▶ A **pass-through grant** is first given to the state by the federal government, which in turn distributes the funds to local applicants.
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# Federal Funding

## Pass-through Federal Grants

- ▶ Often times with grant funding, there are pass-through entities.
    - ▶ The State is known as the “**Recipient**” of the funding and are responsible for disbursing, monitoring and providing oversight of the grant to the **subrecipient**.
    - ▶ The **local applicant** is known as the “**Subrecipient**” whom the funds are distributed to and used for a specific purpose.
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# Federal Funding

## 2 C.F.R. 200 – What is it?

Federal grant funding in the US is highly regulated under 2 CFR 200

- ▶ Uniform administrative requirements, costs principles and audit requirements for federal awards
- ▶ Streamlines and consolidates government requirements for receiving and using federal awards so as to reduce administrative burden and improve outcomes

*We are **ALL** required to comply with 2 CFR 200*

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# Federal Funding Key Relevant Provisions

## 2 C.F.R 200 Key Relevant Provisions

200.317-327 Procurement Standards	200.328-329 Performance and Financial Monitoring and Reporting
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.317 Procurement by States</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.328 Financial Reporting</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.318 General Procurement Standards</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.329 Monitoring and Reporting Program Performance</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.319 Competition</a></li> </ul>	<p><b>200.331-333 Subrecipient Monitoring and Management</b></p>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.320 Methods of Procurement to be Followed</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.331 Subrecipient and Contractor Determinations</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.321 Socioeconomic Contracting</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.332 Requirements for pass-through entities</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.322 Domestic Preferences</a></li> </ul>	<p><b>200.402-411 Cost Principles Basic Considerations</b></p>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.323 Recovered Materials</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.403 Factors affecting allowability of costs</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.324 Contract Cost and Price</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.404 Reasonable costs</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.325 Review of Procurement</a></li> </ul>	<p><b>200.501 – Audit Requirements</b></p>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R, 200.326 Bonding Requirements</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.501</a></li> </ul>
<ul style="list-style-type: none"> <li>• <a href="#">2 C.F.R. 200.327 Contract Provisions</a></li> </ul>	

# Key Relevant Provisions- Procurement Standards State vs. Non-State Entities Applicable Rules

- ▶ State and non-state entities are required to follow different rules:

## Non-State Entities

- ▶ Follow own procurement policies and procedures
- ▶ Follow applicable state/local/tribal law
- ▶ Follow applicable Federal procurement rules in 2 C.F.R. 200\*
- ▶ If inconsistency exists across 3 layers (own/state or local or tribal/federal), follow the **most stringent/restrictive** guidelines to ensure compliance with all 3 layers

*\*Specific rules and guidelines by type of entity covered in subsequent slides*

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# Key Relevant Provisions- Procurement Standards

## General Procurement Standards– 2 C.F.R. 200.318

- ▶ This regulation identifies general procurement standards for non-state entities

### MANDATORY STANDARDS

- ▶ Maintain Oversight
- ▶ Written Standards of Conduct
- ▶ Need Determination
- ▶ Contractor Responsibility Determination
- ▶ Maintain Records
- ▶ Settlement of Issues
- ▶ Time and Materials Conduct

### ENCOURAGED STANDARDS

- ▶ Use of Intergovernmental or Inter-Entity Agreements
  - ▶ Use of Federal Excess/Surplus Property
  - ▶ Value Engineering
-

# Key Relevant Provisions- Procurement Standards Competition – 2 C.F.R. 200.319

This regulation requires non-state entities to conduct all procurement transactions using “full and open competition”

- ▶ Must have written selection procedures
- ▶ Must clearly identify all bidding requirements

## RESTRICTIONS ON COMPETITION

1. Requiring unnecessary experience

2. Excessive bonding requirements

3. Specifying only a brand name product

4. Noncompetitive pricing practices

5. Organizational conflicts of interest

6. Noncompetitive contracts to contracts on retainer

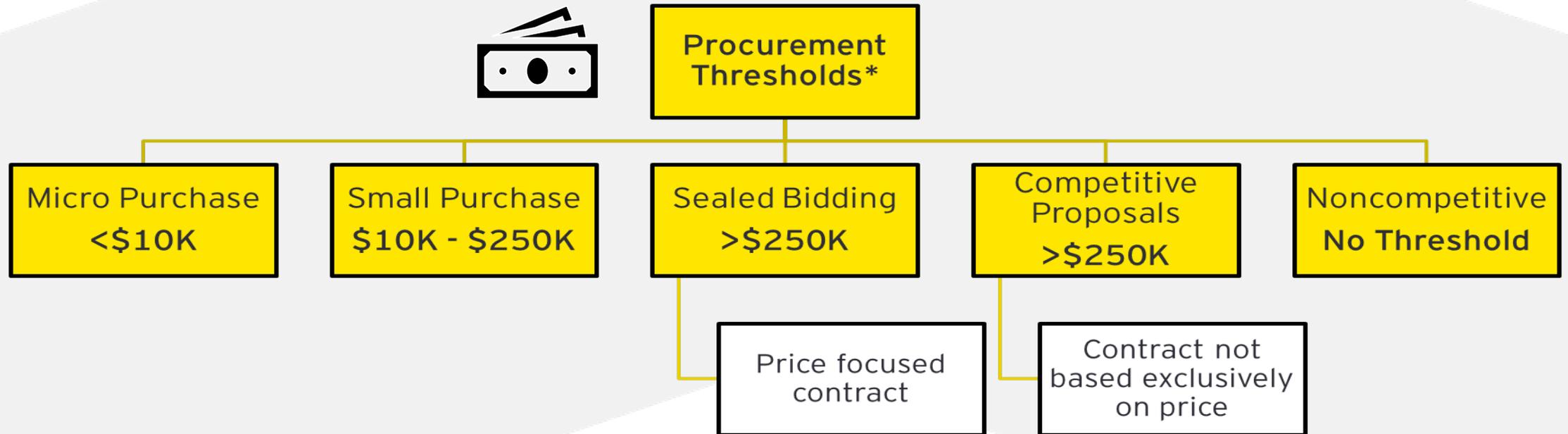
7. Any arbitrary action in the procurement process

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# Key Relevant Provisions- Procurement Standards

## Procurement Methods – 2 C.F.R. 200.320

Non-state entities must use one of the following five methods of procurement:



\*Procurement thresholds effective for all procurements executed on or after June 20, 2018. Procurements conducted prior to this date will have the applicable thresholds effective at the time of procurement

# Key Relevant Provisions- Procurement Standards

## Socioeconomic Contracting – 2 C.F.R. 200.321

Recipients must take all **necessary affirmative steps** to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

### ▶ Affirmative Steps

- 1 Placing qualified businesses on solicitation lists
  - 2 Assuring that businesses are solicited whenever they are potential sources
  - 3 Dividing requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by businesses
  - 4 Establishing delivery schedules which encourage participation by businesses
  - 5 Use services and assistance of such organizations as the Small Business Administration and the Minority Business Development Agency if the Department of Commerce
  - 6 Require the prime contractor (if subcontracts are anticipated) to take the five previous steps
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## **Key Relevant Provisions- Procurement Standards Domestic Preferences – 2 C.F.R. 200.322**

- ▶ To the greatest extent practicable under a Federal award, a non-Federal entity should provide a preference for the purchase, acquisition, or use of goods, products or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products).
  - ▶ The requirement of this section must be included in all subawards including all contracts and purchase orders for work or products under this award.
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## Key Relevant Provisions- Procurement Standards Recovered Materials – 2 C.F.R. 200.323

A non-Federal entity that is a political subdivision of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act.

- ▶ Section 6002 includes the following requirements:
    - ▶ Procure only items that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition
    - ▶ Procure solid waste management services in a manner that maximizes energy and resource recovery
    - ▶ Establish an affirmative procurement program for procurement of recovered materials identified in the Environmental Protection Agency (“EPA”) guidelines
-

# Key Relevant Provisions- Procurement Standards

## Contract Cost or Price – 2 C.F.R. 200.324

Non-state entities must perform and document a cost or price analysis in connection with every procurement action above the simplified acquisition threshold, including contract modifications

### Pre-Procurement

#### Independent Estimates

- ▶ The non-state entity must make independent estimates before receiving bids or proposals as a starting point.
- ▶ Example:
  - ▶ Before receiving bids/proposals, reach out to a few contractors to understand where reasonable costs may fall for a project, so that during procurement process, an entity can make knowledgeable decisions

### During Procurement

#### Price Analysis

- ▶ Examination and evaluation of total amount of proposed price without evaluating separate cost elements and proposed profit.
- ▶ Examples:
  - ▶ Comparing offers with competitive published price lists, published market prices, or similar indexes
  - ▶ Comparing proposed prices with prices of the same or similar items obtained through market research

#### Cost Analysis

- ▶ Review and evaluation of separate cost elements or line items (such as labor hours, overhead, materials, etc.) and proposed profit in a proposal to determine a fair and reasonable price for a contract.
- ▶ Examples:
  - ▶ Verification and evaluation of the cost elements that make up the total price
  - ▶ Comparison of costs proposed by contractors

## Key Relevant Provisions- Procurement Standards Review of Procurements – 2 C.F.R. 200.325

Must make available, upon request of Treasury, the technical specifications for a proposed procurement upon request by FEMA or the pass-through entity.

- ▶ For the pre-procurement review, must make procurement documents available upon request for Treasury or pass-through entities. These documents include requests for proposals or independent cost estimates.
  - ▶ This type of review typically takes place prior to procurement, but it can occur post solicitation. However, organizations are exempt from the pre-procurement review if Treasury or the pass-through entity determines that its procurement systems comply with the standards under 2 C.F.R. Part 200.
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# Key Relevant Provisions- Procurement Standards

## Bonding Requirements – 2 C.F.R. 200.326

Non state entities must follow certain federal bonding rules when awarding construction or facility improvement contracts and subcontracts exceeding the simplified acquisition threshold



Construction or facility improvement projects above the Simplified Acquisition Threshold bonding requirements:

- A bid guarantee from each bidder equivalent to 5% of the bid price
- A performance and payment bond on the part of the contractor for 100% of the contract price



Must follow its own bonding requirements for construction or facility improvement projects beneath the Simplified Acquisition Threshold

# Key Relevant Provisions- Procurement Standards

## Contract Provisions – 2 C.F.R. 200.327

Administrative, contractual, or legal remedies	• Contracts for more than the Simplified Acquisition Threshold
Termination for Cause and Convenience	• Contracts in excess of \$10,000
Davis Bacon Act*	• All prime construction contracts in excess of \$2,000
Copeland "Anti-Kickback"	• Must be included in contracts subject to the Davis-Bacon Act
Contract Work Hours and Safety Standards Act	• Contracts awarded in excess of \$100,000 involving the employment of mechanics or laborers
Clean Air Act and the Federal Water Pollution Control Act	• Contracts of amounts in excess of \$150,000
Debarment and Suspension	• All contracts
Compliance with Federal Law, Regulations, and Executive Orders	• All contracts

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# Key Relevant Provisions

## Performance and Financial Monitoring and Reporting

- ▶ Financial Reporting – [2 C.F.R. 200.328](#)
    - ▶ Financial information must be collected with the frequency required by the terms and conditions of the Federal award, but no less frequently than annually nor more frequently than quarterly except in unusual circumstances...
  - ▶ Monitoring and Reporting Program Performance [2 C.F.R. 200.329](#)
    - ▶ The non-Federal entity is responsible for oversight of the operations of the Federal award supported activities. The non-Federal entity must monitor its activities under Federal awards to assure compliance with applicable Federal requirements and performance expectations are being achieved. Monitoring by the non-Federal entity must cover each program, function or activity.
    - ▶ The non-Federal entity must submit performance reports at the interval required by the Federal awarding agency or pass-through entity to best inform improvements in program outcomes and productivity. Intervals must be no less frequent than annually nor more frequent than quarterly except in unusual circumstances...
-

# Key Relevant Provisions

## Subrecipient Monitoring and Management

- ▶ Subrecipient and Contractor Determinations – [2 C.F.R. 200.331](#)
    - ▶ The non-Federal entity may concurrently receive Federal awards as a recipient, a subrecipient, and a contractor, depending on the substance of its agreements with Federal awarding agencies and pass-through entities. Therefore, a pass-through entity must make case-by-case determinations whether each agreement it makes for the disbursement of Federal program funds casts the party receiving the funds in the role of a subrecipient or a contractor.
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# Key Relevant Provisions

## Subrecipient Monitoring and Management Cont.

- ▶ Requirements for pass-through entities - [2 C.F.R. 200.332](#)
    - ▶ Ensure that every subaward is clearly identified to the subrecipient as a subaward and includes the key information outlined in the guidance
    - ▶ Evaluate each subrecipient's risk of noncompliance with Federal statutes, regulations, and the terms and conditions of the subaward for purposes of determining the appropriate sub-recipient monitoring
    - ▶ Monitor the activities of the sub-recipient as necessary to ensure that the subaward is used for authorized purposes, in compliance with Federal statutes, regulations, and the terms and conditions of the subaward; and that subaward performance goals are achieved
      - ▶ Accordingly, your organization should develop Internal controls such as: (1) written policies and procedures for subrecipient monitoring; (2) written standards of conduct; (3) risk assessment; and (4) record maintenance and retention policies for all award agreements identifying or otherwise documenting subrecipients' compliance obligations
    - ▶ Verify that every subrecipient is audited as required by Subpart F
-

# Key Relevant Provisions

## Cost Principles – 2 C.F.R. 200.403 - 404

### 2 C.F.R. 200.403 – Factors affecting allowability of costs

- ▶ Costs must meet following criteria:
  - ▶ Be necessary and reasonable
  - ▶ Conform to limitations or exclusions
  - ▶ Be consistent with policies and procedures
  - ▶ Be in accordance with GAAP
  - ▶ Not be included as a cost of any other federally financed program
  - ▶ Be adequately documented

### 2 C.F.R. 200.404 – Reasonable costs

- ▶ Cost is reasonable if it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the cost

# Key Relevant Provisions

## Audit Requirements

- ▶ Audit Requirements – [2 C.F.R. 200.501](#)

A non-Federal entity that expends \$750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program-specific audit conducted for that year

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# American Rescue Plan Act (ARPA)

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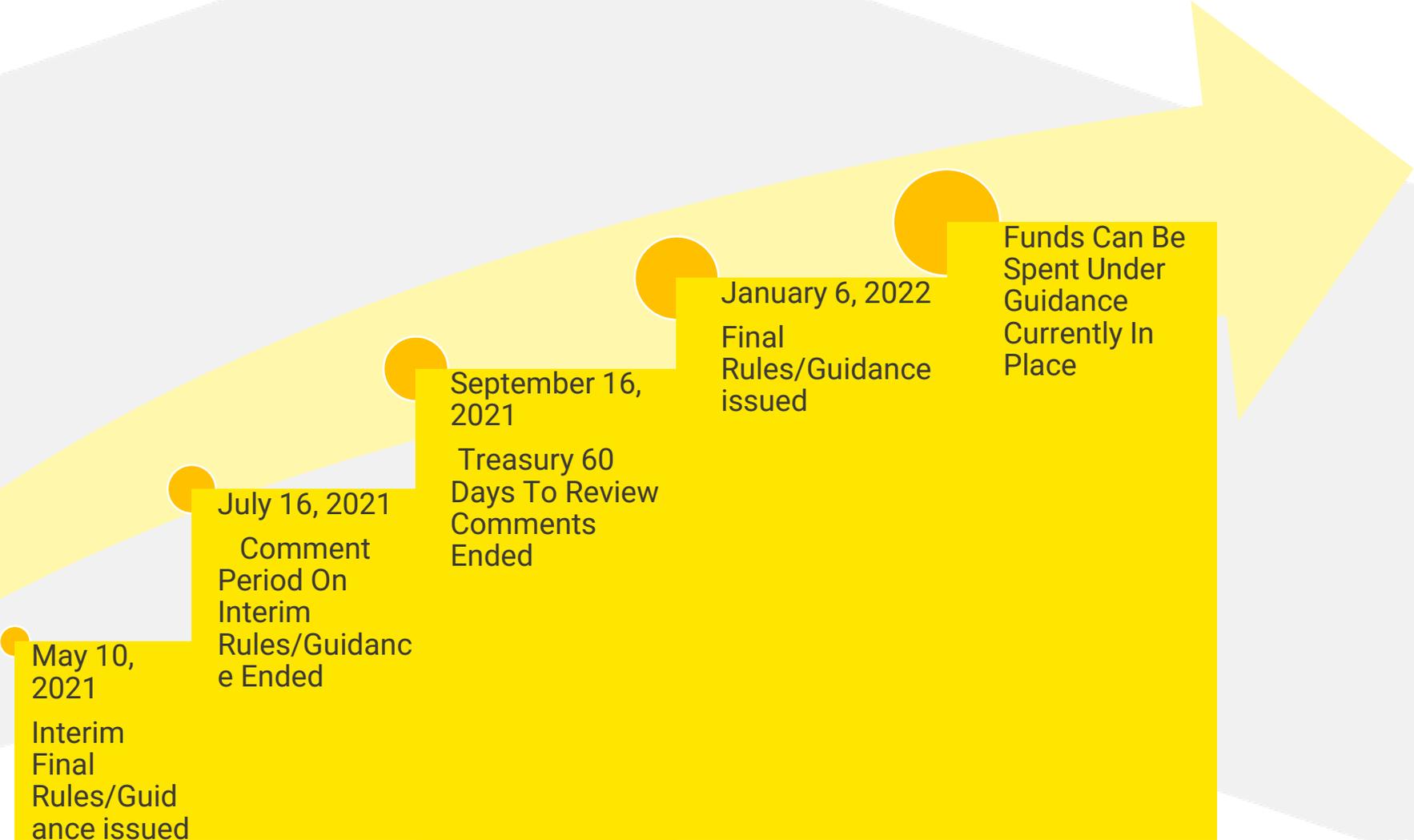
# Overview of the American Rescue Plan Act (ARPA)

- ▶ The American Rescue Plan Act, signed into law on March 11, 2021, provides \$1.9 trillion of government aid to combat the public health and economic impacts of the COVID-19 pandemic
  - ▶ Allocates funding for public health and vaccines, assistance for vulnerable populations, education and housing stabilization, economic recovery assistance and direct assistance for families and individuals. Includes \$350 billion State and Local Fiscal Recovery Funds (SLFRF) granted directly to state and local governments, tribes and territories
  - ▶ Broad definition of allowable uses, including lost revenue (limited to revenue loss due to pandemic relative to fiscal year prior to the emergency), negative economic impact of the pandemic, and necessary investments in water, sewer, or broadband infrastructure
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# Overview of the American Rescue Plan Act (ARPA)

- ▶ Eligible uses of SLFRF funds include addressing negative public health and economic impact of the pandemic, premium pay for essential workers, revenue replacement (limited to revenue loss due to pandemic relative to fiscal year prior to the emergency) and investments in water, sewer, or broadband infrastructure
  - ▶ Funds available for use must be obligated by December 31, 2024 and expended by December 31, 2026
  - ▶ **The IEDC and our regional partners are considered sub-recipients of federal grants and are responsible for following the federal guidelines**
  - ▶ The US Department of Treasury maintains administration, GAO and PRAC conduct oversight, Treasury IG retains audit authority
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# Interim and Final Rules Guidance



# Treasury Reporting Guidelines

## ARPA Funds – Statutory Permitted Uses

- ▶ According to Treasury's [Interim Final Rule](#), ARPA funds may be used for the following:
    - ▶ To respond to the **public health emergency** or its **negative economic impacts**, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality
    - ▶ To respond to workers performing essential work during the COVID-19 public health emergency by providing **premium pay** to eligible workers
    - ▶ For the provision of **government services** to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency
    - ▶ To make necessary investments in water, sewer, or broadband **infrastructure**
-

# Treasury Reporting Guidelines

## ARPA Funds – Expenditure Categories

- ▶ On November 15, 2021, Treasury issued additional guidance in the form of [SLFRF Compliance and Reporting Guidance Update 2.1 final](#), which clarifies and provides additional details relating to recipient's compliance and reporting responsibilities. Moreover, it provides that all expenditures ***must*** be reported under one of the following Expenditure Categories:

EC-1  
Support Public Health

EC-2  
Address Negative  
Economic Impacts

EC-3  
Services to  
Disproportionately  
Impacted Communities

EC-4  
Premium Pay for  
Essential Workers

EC-5  
Water, Sewer &  
Broadband  
Infrastructure

EC-6  
Replace Public Sector  
Revenue Loss

EC-7  
Administrative  
Expenses

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# Treasury Reporting Guidelines

## ARPA Funds – Project and Expenditure Report

According to [SLFRF Compliance and Reporting Guidance Update 2.1 final](#), recipients are required to submit Project and Expenditure Reports on a quarterly basis

Report	Year	Period Covered	Due Date
1	2021	March 3 – December 31	January 31, 2022
2			April 30, 2022
3			July 31, 2022
4			October 31, 2022
5			January 31, 2023
6			April 30, 2023
7			July 31, 2023
8			October 31, 2023
9			January 31, 2024
10			April 30, 2024
11			July 31, 2024
12			October 31, 2024
13			January 31, 2025
14			April 30, 2025
15			July 31, 2025
16	2025	July 1 – September 30	October 31, 2025
17	2025	October 1 – December 31	January 31, 2026

# Treasury Reporting Guidelines

## ARPA Funds – Eligible Cost Timeframe

- ▶ Cost incurred between March 3, 2021 and December 31, 2026
- ▶ Funds obligated by December 31, 2024 and expended by December 31, 2026

March 3, 2021  
Retroactive Period of  
Coverage

December 31, 2024  
Funds must be  
Incurred or Obligated

December 31, 2026  
Funds must be  
Expended

# Treasury Reporting Guidelines

## ARPA Funds – Additional Compliance Obligations

- ▶ Recipients must comply with the following:
    - ▶ Set up a System for Award Management account
      - Any entity that would like to do business with the federal government, or needs to report subcontract information, must **register** on the System for Award Management (**SAM**)
      - This rule applies to **you** and your **subrecipients**
      - Establishing Taxpayer ID – you and any subrecipients will be required to have a **DUNS** to register with SAM.gov
    - ▶ Recordkeeping
      - Must maintain records and financial documents for five (5) years after expenditure of funds
    - ▶ Civil Rights Compliance
      - Treasury will request information on recipients' compliance with Title VI of the Civil Rights Act of 1964
-

# EC 1 – Public Health

In Determining whether a program or service ***"responds to" the COVID-19 public health emergency***, Recipients should:

1. Identify a need or negative impact of the COVID-19 public health emergency; AND
2. Identify how the program, service, or other intervention addresses the identified need or impact

## SERVICES AND PROGRAMS TO CONTAIN AND MITIGATE COVID-19

- ▶ Vaccination Programs
- ▶ Medical Expenses

## SERVICES TO ADDRESS ENHANCED BEHAVIORAL AND MENTAL HEALTHCARE NEEDS

- ▶ Mental Health issues
- ▶ Substance Misuse Treatment

## IMPROVING THE DESIGN AND EXECUTION OF HEALTH AND PUBLIC HEALTH PROGRAMS

- ▶ Funds may be used to engage in planning and analysis in order to improve programs addressing the COVID-19 pandemic Substance Misuse Treatment

## SUPPORT PUBLIC HEALTH AND SAFETY WORKFORCE

- ▶ Funding payroll and covered benefits expenses
- ▶ Support the payroll and covered benefits

## EC 2 – Address Negative Economic Impacts

In determining whether a program responds to the negative economic impacts of the COVID-19 public health emergency, Recipients should assess:

1. The connection between the negative economic harm and the COVID-19 public health emergency
2. Whether, and the extent to which, there has been an economic harm (ex. Loss of earning or revenue), that resulted from the COVID-19 public health emergency
3. The nature and extent of that harm; AND
4. How the use of this funding would address such harm
5. must be related and reasonably proportional to the extent and type of harm experienced
6. uses that bear no relation or are grossly disproportionate to the type or extent of harm experienced would not be eligible uses

### IMPACT ON HOUSEHOLDS AND INDIVIDUALS

- ▶ Rent, mortgage or utility assistance
- ▶ Food Assistance
- ▶ Counseling and legal aid to prevent eviction or homelessness

### ASSISTANCE TO UNEMPLOYED WORKERS

- ▶ Job training to accelerate rehiring of unemployed workers
- ▶ Workers unemployed due to the pandemic or the resulting recession

### STATE UNEMPLOYMENT INSURANCE TRUST FUNDS

- ▶ Recipients may make deposits into the state account of the Unemployment Trust Fund established under section 904 of the Social Security Act (42 U.S.C. I 104)

### AID TO IMPACTED INDUSTRIES

- ▶ Funds may be used to aid tourism, travel, hospitality, and other industries that were disproportionately and negatively impacted by the COVID-19 public health emergency

# EC 4 – Premium Pay for Essential Workers

Fiscal Recovery Funds payments may be used by recipients to provide premium pay to eligible workers performing essential work during the COVID-19 public health emergency or to provide grants to third-party employers with eligible workers performing essential work.

## ESSENTIAL WORKER

- ▶ Work involving regular in-person interactions or regular physical handling of items that were also handled by others

## ELIGIBLE WORKERS

- ▶ Those workers needed to maintain continuity of operations of critical infrastructure sectors and additional sectors as each Governor of a State or territory, or each Tribal government, may designate as critical to protect the health and well-being of the residents of their State, territory, or Tribal government.

## PREMIUM PAY

- ▶ According to ARPA, an amount up to \$13 per hour in addition to wages or remuneration the worker otherwise receives and in an aggregate amount not to exceed \$25,000 per eligible worker.

## EC 6 – Replace Public Sector Revenue Loss

Recipients may use payments from the Fiscal Recovery Funds for the provision of government services to the extent of the reduction in revenue experienced due to the COVID-19 public health emergency. Recipients facing budget shortfalls are allowed to use Recovery Funds to avoid cuts to government services and, thus, enable State, local, and Tribal governments to continue to provide valuable services and ensure that fiscal austerity measures do not hamper the broader economic recovery.

### GENERAL REVENUE

- ▶ The Interim Final Rule implements these provisions by establishing a definition of "general revenue" for purposes of calculating a loss in revenue and by providing a methodology for calculating revenue lost due to the COVID-19 public health emergency.

### GOVERNMENT SERVICES

- ▶ Maintenance or pay-go pay-go funded building of infrastructure, including roads
- ▶ Modernization of cybersecurity, including hardware, software, and protection of critical infrastructure
- ▶ Health services

# Preview of Future Sessions



# Future Sessions

Session Topics	Date & Time
<b>Grants management and treasury reporting guidelines</b>	<b>01/18/2022 - 10AM EST</b>
Economic Development -Refining regional strategies, engaging local stakeholders, and prioritizing action plans.	01/25/2022 - 10AM EST
Economic development, assistance with narrowing down projects for this funding stream and identifying potential other funding streams for other projects in your plans. Economic Impact Modeling	02/01/2022 - 10AM EST
Project management and execution	02/08/2022 - 10AM EST
Grant management tool introduction and training	02/15/2022 - 10AM EST
Performance Indicators and promoting equitable outcomes	02/22/2022 - 10AM EST

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**Readi@iedc.in.gov**



## Questions?

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Thank you for your time!

[Readi@iedc.in.gov](mailto:Readi@iedc.in.gov)

