

Executive Director's Annual Performance Report

July 14, 2015

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1 Executive Director's Summary

A Executive Director's Summary

July 14, 2015

Southern Nevada Workforce Development Area
Chief Local Elected Officials Consortium
6330 West Charleston Blvd., Suite 150
Las Vegas, Nevada 89146

Re: Executive Director's Annual Performance Report

Dear Consortium Members:

Please find enclosed my annual report which details the state of Southern Nevada Workforce Development Area. The report outlines the agency's (Workforce Connections) policies that were established, revised or implemented over the past program year. The report also highlights the effectiveness of fiscal and programmatic oversight rendered by me and my staff, as well as opportunities and challenges we face with improving the overall quality of the agency's workforce development service delivery system.

This year's report identifies the multitude of changes triggered by the newly enacted Workforce Innovation and Opportunity Act (WIOA). It offers clear and transparent details as to how the agency has modified its business practices and improved in every business discipline from resource custodian to community involvement. With its primary focus on ensuring job seekers have prompt access to employment and training services that prepare and connect them to gainful employment, our workforce demands remain in dead sight. Priority efforts continued to be placed on delivering better services to the residents of Southern Nevada. This report also emphasizes the continuous improvement with demonstrated leadership and tested management skills that lead to better audits and compliance assurance.

Unlike previous challenging years, this past program year has been very different. The challenge of implementing WIOA generated workforce improvement opportunities that elevated Workforce Connections' employment and training services to a new level of excellence. This was a welcomed sight that refreshed my spirit. My passion to reshape Southern Nevada Workforce Development System continues to burn. With your support, I plan to take on any and all challenges and lead Workforce Connections to achieve even greater heights in the workforce development community. With the factual data and background information provided, I think this report tells the story or paints the picture of my performance. Please review this report with a keen eye on my performance and let me know if you would like me to make changes or adjustments in any direction. Your continued service and support are most appreciated.

Respectfully,



Ardell Galbreth
Executive Director

Enclosure: Executive Director's Annual Performance Report - 2015

**Executive Director's Annual Performance Report
Presentation
July 14, 2015**

- As outlined in my contract with the Southern Nevada Workforce Investment Board , among many responsibilities, for the purpose of performance evaluation, I am specifically accountable for the following:
 - Policy implementation and daily operations
 - Techniques and methods to assist contracted service providers
 - Project development, e.g., secure and deploy new grants that enhance WIA service delivery
 - Fiscal management, i.e., develop and establish a financial system that meet or exceed federal, state and local requirements
- I feel my report handout outlines the overall state and health of Workforce Connections
 - Strong and effective policies are in place—even with the transition to the Workforce Innovation and Opportunity Act (WIOA), new, revised policies have been developed ahead of schedule
 - Such policies allow flexibility to ensure Workforce Connections, its staff and partners have the ability to deliver quality employment and training services with effective oversight
- **Tab 2** - Highlights the policies implemented during the program year
 - The organizational structure changes simultaneously with WIOA tested the agency's line of succession plan to ensure continuity of services and functional operations
 - Both fiscal and programmatic policies were revised to keep pace with the implementation of WIOA timelines
 - In addition to new and revised policies, programmatic monitoring tools were developed to aid in oversight monitoring of the One-Stop Career Center and Southern Nevada's One-Stop Delivery System

- **Tab 3 - Techniques and Methods Employed to Assist Service Providers**
 - The launching of Southern Nevada Workforce Development Area's Workforce Development Academy provides creditable training for workforce development practitioners
 - Training delivered by national-level subject matter experts were secured to training both Workforce Connections' staff as well as contracted service providers in the areas of financial and programmatic management and delivery of services
 - In an effort to build capacity in Southern Nevada's workforce delivery system, Request for Proposals (RFP) 101 training was provided to partnered service providers as well as potential services providers throughout the workforce development community
 - To answer the call for needed tutoring of in-school youth to assist them in improving their proficiency in time for graduation, tutoring contracts were let and prompt and positive outcomes resulted
 - Although one performance measure was not counted as official, Workforce Connections met or exceed all workforce development performance measures required by the State of Nevada and the U.S. Department of Labor
- **Tab 4 - Project Development**
 - In partnership with Nevada's System of Higher Education the Future of Nurses Program is well supported
 - Through Workforce Connections' partnership with UNLV collaborative gap training for nurses was launched
 - Received AmeriCorps Exceptional Culture Services Award for YouthBuild Best Practices
- **Tab 5 - Fiscal Management**
 - Expenditures lines were maintained within budget limitation as approved by the Local Elected Officials
 - 2015 Board operating expenditures held within .7% compared to previous year
 - Recovered \$87,000 from formula allocation oversight
 - Fiscal and financial management have been exceptional with unqualified audits in both programmatic and financial accounting areas—the best audit reports this agency has ever had with significantly reduced findings and deficiencies.

- **Tab 6 - One-Stop Career Center Operations—Total Quality Service**
 - Expanded workforce development process with on-site workforce navigators funded with non-Federal resources
 - Established formal compact with local businesses to make Workforce Connections' One-Stop Career Center their first choice for job seekers hiring
 - Through Workforce Connections' Business Engagement Department, employers participated in hiring events with expanded media coverage supported by: 6 – TV stations; 2 radio stations; and 7 newspapers within the workforce development area
 - Total media value equated to \$176,464.95
 - Other media coverage such as: Online Facebook; Twitter; and all online news media
 - Workforce Connections' Mobile One-Stop Career retrofitted and launched
- **Tab 7 - Workforce Innovation and Opportunity Act (WIOA)**
 - Received re-certification of Workforce Development Board as well as re-designation of Southern Nevada Workforce Development Area
 - Local board restructured timely to comply with WIOA
 - Board bylaws revised to comply with WIOA and enhance board members' participation
 - Selected One-Stop Center Operator as outlined in WIOA
- **Tab 8 – Rural Areas Service and One-Stop Delivery System**
 - Strong workforce development agencies' partnerships throughout rural counties with resource sharing with supported training
 - Job Readiness Workshops and Employment Expos/Hiring Events conducted/sponsored throughout program year
 - Recurring funding awards in support of ongoing employment and training services

Desired Goals/Objectives Not Achieved

- Improved youth performance measures not withstanding those established by the U.S. Department of Labor
- Clients prompt access to employment and training services—still in work to get better and better
- While not so successful, apprenticeship preparation training to offer individuals opportunity for entry into skilled trades was attempted with lack lustered results

Future Desired Goals/Objectives

- Expand One-Stop Delivery System with additional One-Stop Career Centers throughout Workforce Development Area—by 2020
- Establish One-Stop Career Center Affiliate Sites in the following locations: Boulder City, Henderson; Pahrump; Mesquite (2016)
- Resolve Nevada's Department of Employment, Training and Rehabilitation's (DETR) monitoring finding associated with questioned costs

Executive Director's Annual Performance Report

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1 Executive Director's Summary

B Governor's Recertification of Workforce Connections

ONE HUNDRED ONE NORTH CARSON STREET
CARSON CITY, NEVADA 89701
OFFICE: (775) 684-5670
FAX No.: (775) 684-5683



555 EAST WASHINGTON AVENUE, SUITE 5100
LAS VEGAS, NEVADA 89101
OFFICE: (702) 486-2500
FAX No.: (702) 486-2505

Office of the Governor

November 10, 2014

Valerie Murzl, Chair
*workforce*CONNECTIONS Board of Directors
6330 West Charleston Blvd., Suite 150
Las Vegas, NV 89146

Dear Ms. Murzl:

I want to take this opportunity to applaud the achievements of the *workforce*CONNECTIONS Board in continuing to successfully administer the provisions of the Workforce Investment Act (1998) in southern Nevada. I have approved the recertification of the *workforce*CONNECTIONS Board as the local workforce investment board for southern Nevada pursuant to **Section 117(c)(2)** of the Workforce Investment Act, from **January 1, 2015** through **December 31, 2017**.

I wish you and your Board continuing success in the development and facilitation of employment and training activities in the state of Nevada.

Sincere regards,

A handwritten signature in blue ink, which appears to read "B. Sandoval", is written over the typed name.

BRIAN SANDOVAL
Governor

cc: Ardell Galbreth, Executive Director, *workforce*CONNECTIONS
Don Soderberg, Director, Department of Employment, Training and Rehabilitation (DETR)
Dennis A. Perea, Deputy Director, DETR
Renee Olson, Administrator, Employment Security Division, DETR

Executive Director's Annual Performance Report

July 14, 2015

1 Executive Director's Summary

C Nevada's Distinguished Women and Men



Distinguished Women & Men in Nevada

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Ardell Galbreth Executive Director

Workforce Connections

6330 West. Charleston Blvd.

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(702) 636-2337

agalbreth@snvwc.org

www.nvworkforceconnections.org



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Ardell Galbreth serves as Executive Director for Workforce Connections (Southern Nevada Workforce Investment Board). He has the responsibility for working with state and local workforce development agencies in developing strategic work plans in support of Nevada's statewide workforce development initiatives. Ardell is also charged with maintaining a strong working partnership with community groups and special populations needing workforce development training and employment support.

He coordinates with local elected officials, community leaders, Nevada's Department of Employment, Training and Rehabilitation (DETR), and local area businesses and employers in all aspects of workforce policy development, program coordination and project implementation. He directs various special projects and activities in support of Southern Nevada Workforce Development Area and the local board's plans and objectives.

Prior to his assignment with Workforce Connections, Ardell served as deputy director for the State of Nevada Department of Employment, Training and Rehabilitation. He oversaw the department's workforce development initiatives in support of the state's demand-driven/high growth business occupations. He managed and provided leadership guidance over the state's employment and training programmatic activities, including program administration, management analysis and administration support for associated employment and training services, financial management, public affairs, auditing, vocational rehabilitation, and Nevada's Equal Rights Commission.

His oversight ensured the coordination of the employment and training program strategies and the development and implementation of goals, objectives, policies, procedures and services for

employers and job seekers.

After serving a 28—year Air Force career and retiring as Command Chief Master Sergeant, Ardell was appointed as the Southern Nevada Workforce Investment Board deputy executive director on April 1, 2002; and then to the position of deputy director for Nevada's Department of Employment, Training and Rehabilitation on July 24, 2007, and to his most current position on September 11, 2012. He also served as vice chairman of Nevada Governor's Youth Council, and as a member of the National Youth Employment Coalition Board of Directors.

Mr. Galbreth holds a Bachelor of Science Degree in Management Studies, a Master of Business Administration Degree and is a Certified Public Manager for the State of Nevada. He has published the following manuscripts, *Enlisted Leadership—Charting the Stripes* (1994) & *Ethics in Administration* (1981).

Ardell grew up in Seagoville, Texas, and was married to the former Virginia L. Chambers (now deceased), also of Seagoville, Texas. They have two children, Kelly and Roderick, and granddaughter Sydney Chambers Canada.

[PREVIOUS](#)[NEXT](#)

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Distinguished Women and Men

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D Youthbuild/Americorps - Exceptional Culture of Service
Award

Youthbuild / Americorps Impact Awards Program

Exceptional Culture of Service Award

“This award came as a real surprise considering
we have only been part of AmeriCorps
for the last two years!” – Jennifer Padilla



Executive Director's Annual Performance Report

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1 Executive Director's Summary

E Executive Leadership Appointments

1 CSN Institutional Advisory Council Member

NOTICE OF PUBLIC MEETING
&
AGENDA FOR

COLLEGE OF SOUTHERN NEVADA
Institutional Advisory Council
3200 E. Cheyenne Ave.
North Las Vegas, NV, 89030
Laxalt Education Center

Tuesday, June 2, 2015, 1 p.m. to 3 p.m.

Roll Call:

Chair Nancy E. Brune, Ph.D.
Vice Chair Jose Solorio
Susan Adamek
John R. Bailey
Ardell Galbreth
Maria Jose Gatti
Patty Holden
Vida Chan Lin
Norberto Madrigal
Paul Moradkhan
Shaundell Newsome
Dennis Perea
Jonas Peterson
Randy Robison
Shari Wong

Ex Officio

CSN Faculty Senate Chair Dr. Camille Naaktgeboren
ASCSN President Christopher Jones

Members of the public may attend the meeting and provide public comment at this location.

IMPORTANT INFORMATION ABOUT THE AGENDA AND PUBLIC MEETING

NOTE: Below is an agenda of all items scheduled to be presented and considered. Notification is hereby provided that items on the agenda may be taken out of order and presented, two or more agenda items may be combined for consideration, and an agenda item may be removed from the agenda or discussion relating to an item on the agenda may be delayed at any time.

Some agenda items are noted as having accompanying reference material. Reference material may be accessed on the electronic version of the agenda by clicking the reference link associated with a particular item. The agenda and associated reference material may also be accessed on the Internet by visiting the College of Southern Nevada (CSN) Institutional Advisory Council's webpage at: <http://www.csn.edu/IAC>.

Many public libraries have publicly accessible computer terminals. Copies of the reference material and any additional support materials that are submitted to the CSN Institutional Advisory Council staff and then distributed to the members of the CSN Institutional Advisory Council (IAC) after the mailing of this agenda but before the meeting, will be made available as follows: Copies of any such materials are available at the College of Southern Nevada Public Affairs office at 6375 W. Charleston Blvd., Las Vegas, Nevada, Building E, Office 351. A copy may be requested by calling K.C. Brekken at (702)651-7535. Copies of any such materials will also be available at the meeting site.

Reasonable efforts will be made to assist and accommodate physically disabled persons attending the meeting. Please call the CSN Public Affairs Office at (702)651-7535 in advance so that arrangements may be made.

PUBLIC COMMENTS: Public comment will be taken during this agenda item. No action may be taken on a matter raised under this item until the matter is included on an agenda as an item on which action may be taken. Comments will be limited to three minutes per person. Persons making comment will be asked to begin by stating their name for the record and to spell their last name. The Council Chair may elect to allow additional public comment on a specific agenda item when that agenda item is being considered.

In accordance with Attorney General File No. 00-047 (April 27, 2001), as restated in the Attorney General's Open Meeting law Manual, the Council Chair may prohibit comment if the content of that comment is a topic that is not relevant to, or within the authority of, the CSN Institutional Advisory Council, or if the content is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational or amounting to personal attacks or interfering with the rights of other speakers.

AGENDA

Call to Order by the Council Chair – Roll Call

Pledge of Allegiance

1. PUBLIC COMMENT

(See foregoing notation regarding public comment.)

ESTIMATED TIME: 5 mins.

INFORMATION ONLY

2. APPROVAL OF MINUTES

Council Chair Dr. Nancy Brune will present the minutes of the Council's May 7, 2015 meeting to the Council for approval. [Ref. 2A-0602](#).

ESTIMATED TIME: 5 mins.

FOR POSSIBLE ACTION

3. PRESIDENT'S WELCOME & STUDENT

INFORMATION ONLY

Nevada System of Higher Education College Collaborative Executive Director Frank Woodbeck will provide an overview of the Burning Glass database system that provides real-time local economic data and how it will be employed at Nevada's community colleges. The Council may vote to provide recommendations on future uses of the system to enhance CSN's workforce development efforts.

ESTIMATED TIME: 40 mins.

8. CSN LEGISLATIVE SUMMARY

INFORMATION ONLY

CSN Public Affairs staff will provide an overview of the legislative session and an update on CSN-related legislation. The Council may discuss the members' involvement in the current legislative session and discuss future advocacy strategies.

ESTIMATED TIME: 15 mins.

9. NEW BUSINESS

INFORMATION ONLY

Items for consideration at future meetings may be suggested. Any discussion of an item under "New Business" is limited to description and clarification of the subject matter of the item, which may include the reasons for the request.

ESTIMATED TIME: 5 mins

10. PUBLIC COMMENT

INFORMATION ONLY

(See foregoing notation regarding public comment.)

ESTIMATED TIME: 5 mins

11. ADJOURN

This notice and agenda has been posted at or before 9:00 am on the third working day before the meeting, in accordance with NRS 241.020, at the meeting location and at the following public locations:

- College of Southern Nevada's IAC website (www.csn.edu/IAC)
- The Nevada Public Notice website pursuant to NRS 232.2175 (<http://notice.nv.gov/>)
- Nevada System of Higher Education, 4300 S. Maryland Parkway, Las Vegas, NV 89119
- College of Southern Nevada, Building D, 1st Floor, 6375 W. Charleston Blvd., Las Vegas, NV 89146
- College of Southern Nevada, 3200 E. Cheyenne Ave., North Las Vegas, Nevada
- College of Southern Nevada, 700 College Drive, Henderson, Nevada

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1 Executive Director's Summary

E Executive Leadership Appointments

2 Nevada Action Coalition (Healthcare) Member

NEVADA ACTION COALITION

✦ NURSING STAKEHOLDERS ✦

CHAMPIONING HEALTH FOR ALL NEVADANS

The **Nevada Action Coalition** is part of the Future of Nursing: *Campaign for Action*, a nationwide movement to improve health and health care through nursing. An initiative of AARP and the Robert Wood Johnson Foundation, the *Campaign* includes Action Coalitions in 50 states and the District of Columbia working to implement the Institute of Medicine's *Future of Nursing* recommendations.

The Future of Nursing: *Campaign for Action* is centered on the evidence-based recommendations from the **Institute of Medicine's (IOM) report: *The Future of Nursing: Leading Change, Advancing Health***. These recommendations (listed below) aim for an American health care system that centers on the patient, relies on evidence-based practices, and leads to the improved health of people in all categories and locations. Nurses and nursing leaders are central to that vision.

IOM Report Recommendations:

1. Remove scope-of-practice barriers.
2. Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.
3. Implement nurse residency programs.
4. Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020.
5. Double the number of nurses with a doctorate by 2020.
6. Ensure that nurses engage in lifelong learning.
7. Prepare and enable nurses to lead change to advance health.
8. Build an infrastructure for the collection and analysis of interprofessional health care workforce data.

Action Coalitions are the driving force of the Future of Nursing: *Campaign for Action* at the local and state levels, forming a strong, connected grassroots network of diverse stakeholders to transform health care through nursing. The **Nevada Action Coalition (NAC)** is a group comprised of health care organizations, business partners, state delegates, universities, colleges and community based organizations. Debra A. Toney, PhD, RN, FAAN serves as the Chair of the NAC Executive Committee.

The Nevada Action Coalition and the Nevada System of Higher Education (NSHE), partnered to obtain a grant as part of the *Future of Nursing State Implementation Program (SIP)*. The grants were awarded to Action Coalitions to implement two priority IOM recommendations. Linda Paulic (formerly Yi) RNC, MPA is the SIP coordinator.

Linda Paulic
Office: (702) 522-7026
linda_paulic@nshe.nevada.edu

Debra Collins
Office: (702) 522-7034
Debra_Collins@nshe.nevada.edu

Project Goal #2: Diversity Taskforce.

2. Establish Diversity Taskforce (DTF).

Month	Workplan Deliverable	Evidence	Date Evidence Provided
18-Month	DTF chair appointed by NAC Executive Committee compiles a comprehensive list of no less than 12 groups / organizations representing diverse gender, race, ethnic, age and nursing, non-nursing and health organizations. A minimum of 5 of the above organizations recruited and retained for membership.	Self report including groups contacted and participating. .	
18-Month	Members of the DTF determine meeting schedule by the end of quarter 2 and a list of DTF goals and objectives by quarter 3.	Self report.	
18-Month	A calendar of no less than six events established. Events may include youth/high school events, recruitment opportunities, and faith based functions.	Self report.	
18-Month	Brochure and marketing products increase community awareness of career opportunities in health care and nursing and are used during the DFT calendar of events.	Copy of marketing products.	
18-Month	Tool kit including a power point presentation, brochures and marketing products developed for use by the Regional and Recommendation Champions.	Copy of toolkit.	

Project Goal #3: Transition to Practice.

3. Development of survey assessments.

Month	Workplan Deliverable	Evidence	Date Evidence Provided
24-Month	TIP Committee established utilizing members of the NHA, NANE, and members of the Education Sub-Committee of the Health Care Sector Council.	Self report.	
18-Month	Survey developed to determine the efficacy of current transitions into practice programs. Distributed to a minimum of 100 new graduates and 5 re-entry nurses.	Copy of survey tool and results.	
18-Month	Survey of all acute care hospitals within the state developed in conjunction with the Nevada Hospital Association and distributed to NHA members completed in order to determine transition into practice opportunities within Nevada.	Copy of survey tool and results.	
	A 25% response rate will be achieved. The data will be analyzed and distributed to		

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2 Policies Implemented

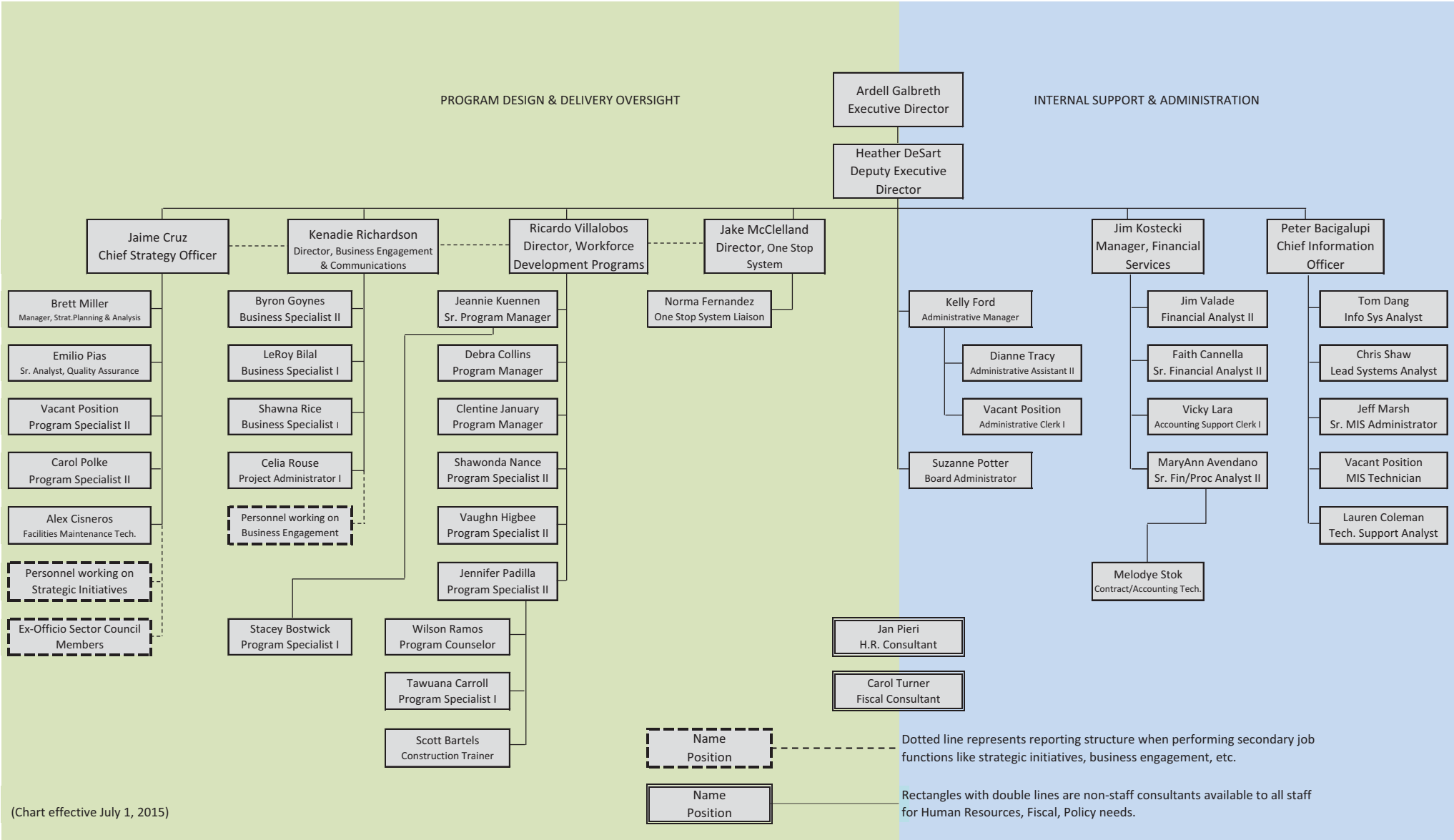
- # A Organization Structure Changes
- # B Succession Plan for Agency's Continuity
- # C New and Revised Policies in the area of Financial Oversight and Programmatic Service Delivery
- # D Development of a One-Stop Career Center On-site Review Tool

Executive Director's Annual Performance Report

July 14, 2015

2 Policies Implemented

A Organization Structure Changes



Executive Director's Annual Performance Report

July 14, 2015

2 Policies Implemented

B Succession Plan for Agency's Continuity

**Workforce Connections
Line of Succession
Effective: July 1, 2014**

The purpose of Workforce Connections' Line of Succession is to aide in ensuring the agency's continuity of employment and training services with effective oversight activities without disruption.


I have identified individuals who I believe have the potential to make key business decisions in the best interest of Workforce Connections and not themselves.

In addition to identifying key selected leaders, such individuals are expected to receive the necessary training and support that prepare them to better understand the agency's mission and role within our workforce community, as well as making critical decisions that provide stability to Workforce Connections. This is the type of leadership Workforce Connections cannot afford to lose.

As the agency's executive director and chief staff officer, I have aligned the following positions and staff succession in the following order:

1. Deputy Executive Director – Heather DeSart
Office: (702) 636-2316 Cell: (702) 371-1874
2. Chief Strategy Officer - Jaime Cruz
Office: (702) 636-2308 Cell: (702) 575-8945
3. Director, Workforce Development Programs - Ricardo Villalobos
Office: (702) 636-2322 Cell: (702) 772-1550
4. Chief Information Officer - Peter Bacigalupi
Office: (702) 636-2381 Cell: (702) 755-6569
5. Manager, Financial Services – Jim Kostecki
Office: (702) 636-2335 Cell: (702) 858-6131
6. Director, Business Engagement & Communications – Kenadie Cobbin Richardson
Office: (702) 822-4207 Cell: (702) 305-7987

I can be reached at (702) 636-2337 or via Cell (702) 286-7639. If for whatever reason I am not available to respond to decision making opportunities on behalf of Workforce Connections, I have full confidence that the selected individuals will be equipped to respond with creditable support to the agency.



Ardell Galbreth
Executive Director

Executive Director's Annual Performance Report

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2 Policies Implemented

C New and Revised Policies in the area of Financial Oversight
and Programmatic Service Delivery

Date	Number	Policy	Effective Date	Support Paperwork	Review/Updates by	Authorization
July 2014	Admin-010-01	WIA Administrative Standards	07-03-2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New – Adopted July – 2014 (prohibition on certain activities under WIA Title I)						
July 2014	ADW-030-05	Record Retention/Program Participant File	07-01-2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Records retention period changed from three (3) to five (5) years (page-1, and page 10). Addition of required paperwork to properly validate residence within the local workforce investment area – this was a ADW department request.						
July 2014	YTH-040-05	Record Retention/Program Participant File	07-02-2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Records retention period changed from three (3) to five (5) years (page-1, and page 10).						
Sept-2014	Admin-010-03	Compliance Assurance Review	Sept-2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New – Supersedes policy 5.5 dated 06-29-2011. Program Oversight, WC as the local administrative entity, to provide monitoring/oversight to its contracted service providers, the OS operators, and all other programs operated by or on behalf of WC at least once per year. Additional guidance established as well.						
Sept-2014	Admin-010-04	Record Retention	Sept-2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New – Supersedes policy No. 5.6 dated 02-06-2013. Record retention requirements period changed from three (3) to five (5) years. Additional guidance provided as well.						
September 2014	FIS-020-01	Allowable Costs	September 2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New – Adopted September – 2014, Supersedes policy 2.13 dated 09-22-2004						

Date	Number	Policy	Effective Date	Support Paperwork	Review/Updates by	Authorization
September 2014	FIS-020-02	Cost Classification	September 2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New – Adopted September 2014, Supersedes policy 2.01 dated 10-07-2003.						
September 2014	FIS-020-03	Cost Allocation	September 2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New – Adopted September 2014, Supersedes policy No. 2.01 dated 10-07-2003.						
Sept-2014	YTH-040-05	Record Retention Program Participant File	August 2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Change on support documentation requirements per TEGL 5-04 dated 08-22-2014. Items updated: page 7, acceptable support documentation list, and page 19 attachment H.						
Oct-2014	FIS-020-04	Financial Reporting	October 2014	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New – Supersedes policy No. 2.4 dated 04-12-213.						
Feb-2015	Admin-010-05	Award and Recognition Program	February 2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: NEW_ Requested by WC ED. Policy address award categories.						
Mar-2015	GEN-050-06	ETPL	March 2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: NEW _ Rescinded policy No. 3.6 r#1 dated 02-10-2010. Established additional criteria for initial eligibility determinations. Added criteria, information requirements, and procedures with respect to the determination of subsequent eligibility. Include citations to WIOA and exclude WIA.						

Date	Number	Policy	Effective Date	Support Paperwork	Review/Updates by	Authorization
Mar-2015	YTH-040-03	Assessment & ISS	Mar-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Change in the number of days required to pre-test OSY of enrollment in WIA Title I program. New requirement is 30 days of enrollment.						
Mar-2015	Admin-010-06	Procurement – Acquisition	Mar-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Revisions to policy, approved changes to be effective retroactively (2009) [Citation to regulation and established/approved simplified acquisition threshold]. Policy formatting was also update to align with current policy format and number ID.						
April-2015	ADW-030-05	Record Retention/PP File	April-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Records retention period changed from five (5) to three (3) years (page-1, and page 10). Required by State/WC INTERLOCAL Contract/Agreement						
April-2015	YTH-040-05	Record Retention/PP File	April-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Revisions/Updates: Records retention period changed from five (5) to three (3) years (page-1, and page 10). Required by State/WC INTERLOCAL Contract/Agreement						
April-2015	Admin-010-05	Record Retention	April-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Revisions/Updates: Records retention period changed from five (5) to three (3) years. Required by State/WC INTERLOCAL Contract/Agreement						
April-2015	Admin-010-05	Award & Recognition Program	April-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: New directive which will provide WC ED to determine/approve new categories.						

10

Date	Number	Policy	Effective Date	Support Paperwork	Review/Updates by	Authorization
April-2015	Admin-010-05	Award & Recognition Program	April-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Inclusion of new category. Where No. 3 at this time System Partner – Outstanding Performance						
May-2015	GEN-030-03	Incident Reporting	May-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Revisions/Updates made to DOL and OIG office address.						
May-2015	ADW-030-03	Assessment and IEP	May-2015	Yes: Update/Change tracking paperwork	Quality Assurance	Workforce Connections Executive Director
Revisions/Updates: Inclusion of: Please note that participants who have an associate degree or bachelor degree may not be required to undergo diagnostic testing as part of their initial/comprehensive assessment.						

Executive Director's Annual Performance Report

July 14, 2015

2 Policies Implemented

D Development of a One-Stop Career Center On-site
Review Tool

On-Site Review Tool for

Workforce Connections' (WC) One-Stop Career Center (OSCC)

Purpose: The Workforce Investment Act (WIA) requires Local Workforce Investment Boards (LWIBs) to provide oversight and monitoring of WIA funded programs and activities [PL 105-220 Sec. 117 (d) (4)].

Objectives: To ensure compliance of programmatic and administrative aspects of the service delivery, provide oversight, technical assistance; perform quality assurance, and to drive continuous improvement concerning provision of services.

Primary areas

- Organizational Structure
- Executed One-Stop Operator's Agreement (OA)
- OSCC Resource Center
- Customer Flow
- ADA Compliance
- Equal Opportunity
- Customer Satisfaction (Job Seekers and Employers)
- Customer Referral Process
- Customer Follow up Process
- Continuous Improvement – Practices in Place – Tools
- Veteran's Priority of Service

	Criteria	Yes/No	Observations
1	Has the OSCC consortium (operator) been designated by the LWIB/WC? Is there an Operational Agreement (OA)? [20 CFR §662.410] [20 CFR §662.300]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
2	Are there at least a minimum of three of the mandated partners located at the OSCC? [20 CFR §662.200][20 CFR §662.210]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
3	Does the OA between WC and the OSCC consortium (operator) specify the consortium's role? [20 CFR 662.400 (c)]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
4	Does the OA identify the required OSCC partners that are responsible for administering the programs authorized under WIA? [20 CFR §662.200]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
5	Does the OA describe the OSCC consortium's (operator) services and how the cost of the identified services and operating costs of the center will be funded? [20 CFR §662.230 (c)]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
6	Is the comprehensive (physical) OSCC supplemented by affiliated sites that can provide one or more partners' programs, services and activities? [20 CFR §662.100 (d) (1)]	Yes <input type="checkbox"/> No <input type="checkbox"/>	

7	Do all OSCC partners make available to participants through the OSDS access to the core services that are applicable to the partner's programs? [20 CFR §662.230 (a)]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
8	Does the OSCC consortium's operating manual describe the customer referral process? [20 CFR §662.230]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
9	Are OSCC partners represented on the Southern Nevada Workforce Investment Board [20 CFR §662.230 (e)]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
10	Does the OSCC network of partners provide services that are linked, physically or technologically? [PL 105-220 Sec. 134] [20 CFR §662.100 (d) (2)]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
11	Do affiliated sites assure individuals are provided information on the availability of core services in the local area? [PL 105-220 Sec. 134] [20 CFR §662.100 (d) (2)]	Yes <input type="checkbox"/> No <input type="checkbox"/>	
12	Is technological support available in the OSCC to deliver quality employment and training services?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
13	Is signage in the OSCC appropriate, well placed and easily accessible?	Yes <input type="checkbox"/> No <input type="checkbox"/>	

14	Is there an OSCC customer flow process in place?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
15	Is the Priority of Service for Veterans protocol in place in the OSCC? TEN 15-10	Yes <input type="checkbox"/> No <input type="checkbox"/>	
16	Is the OSCC utilizing customer satisfaction tools?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
17	Are EEO compliance posters displayed in the OSCC?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
18	Are WIA participants informed of their civil rights, including the right to file a complaint or grievance?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
19	Is the OSCC facility ADA compliant?	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Executive Director's Annual Performance Report

July 14, 2015

3 Techniques and Methods Employed to Assist Service Providers

- # A Development of the Workforce Development Academy for Adult/Dislocated Worker and Youth
- # B Secured and Provided Staff and Service Providers Administrative and Financial Management Training including Procurement
- # C Secured and Provided RFP 101 Training for Potential and Existing Service Providers
- # D Secured and Provided Youth Tutoring Program for In-School Youth
- # E Met or Exceeded All Established Performance Measures (Adult, Dislocated Worker, Youth, and Youthbuild)

Executive Director's Annual Performance Report

July 14, 2015

3 Techniques and Methods Employed to Assist Service Providers

A Development of the Workforce Development Academy for Adult/Dislocated Worker and Youth

Graduates of the
Adult/Dislocated Worker
Workforce Development Academy
(December 2014)

Madelin Arazoza

Stacey Bostwick

Sheryl Camacho

Jennifer Casey

Tamara Collins

Sylvia Davis

Tiffany Edwards

Maria Flores

April Guinsler

Thresea Kaufman

Edwin Leuluai

Mary Lewis

Janice Rael

Marty Reza

Ernest Smith

Helicia Thomas

Jaime Torrealday

Tim Wigchers

Graduates of the Youth Workforce Development Academy (December 2014)

Tommy Albert - Housing

Lola Hester - HELP

Felicia LaCivita - HELP

Brenda Maqueda - YAP

Sharon Morales - AHD/Latin Chamber

Kelli Mosley - Olive Crest

Loyd Platson - Nye County

Darby Porter - Lincoln County

Jasmine Przybyla - AHD/Latin Chamber

Donna Quick - HELP

Will Reed - HELP

Nyeri Richards - YAP

Jerrell Roberts - NPI

Christina Sewell - HELP

Kristina Siegmund - Goodwill

Barbara Walton - GNJ

Courtney Wickliffe – NPI

ADW	Course	Facilitator	Date of Course
Week 1	ADW Overview	Debra	9/3
Week 2	Eligibility & Intake	Jeannie	9/10
Week 3	IEP-Case Mgmt-CN	Debra	9/17
Week 4	Training Services	Debra	9/24
Week 5	Common Measures	Jeannie	10/1
Week 6	Data Entry	Jeannie	10/8
Week 7	Advanced Reporting	Peter	10/15
Week 8	STEM	Bridget and Carol	10/22
Week 9	WC Policies & Procedures	Jeannie	10/29
Week 10	Business Engagement	Business Engagement Team	11/5
Week 11	Fiscal	Maryann	11/12
Week 12	Customer Service	Tawuana	11/19
Week 13	Monitoring	Heather	12/3
Week 14	Hard to Serve		12/10
Week 15	Final Presentations		12/17

Workforce Development Academy Student Agreement

40 people have been chosen to participate in the first ever Workforce Development Academy. There are 20 in the Youth Track and 20 in the Adult Track. Congratulations on being among the first 40! Both of us are taking valuable time out of our schedules to participate in this program. However, your investment in the WDA will not only increase your value and credibility to the workforce development system, it will also influence our system to being more effective with people and efficient with things.

As facilitators, we promise to deliver training that is:

- Active
- Interesting
- Relevant
- Timely

As students, we expect you to:

- Be fully present
- Be respectful
- Be open to learning
- Give 100% effort
- Turn off mobile devices (we will do the same)
- Attend every course (unless prearranged and approved with the WC Director of Workforce Development Programs)
- Complete a short online survey after each course

Grading:

During the last 15 minutes of each course, there will be a multiple-choice quiz. 80% or better passes the quiz. If you score less than 80% or need a make-up quiz, you will take a written quiz the following week before class.

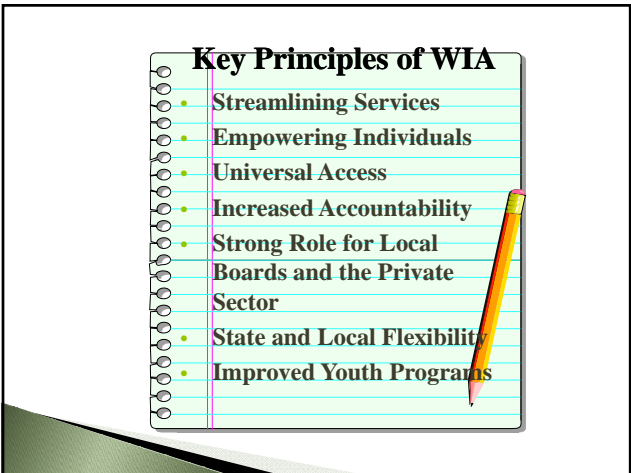
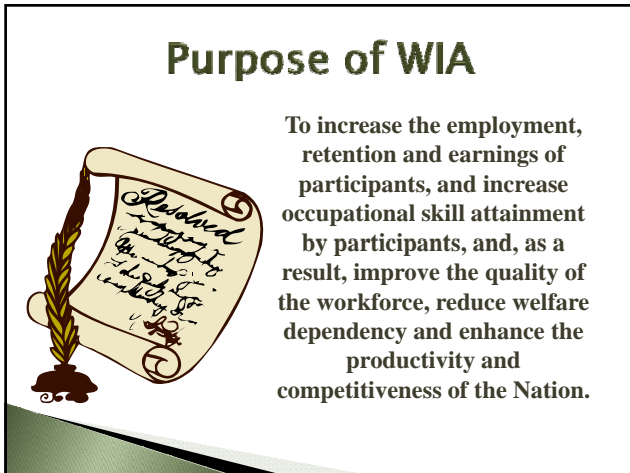
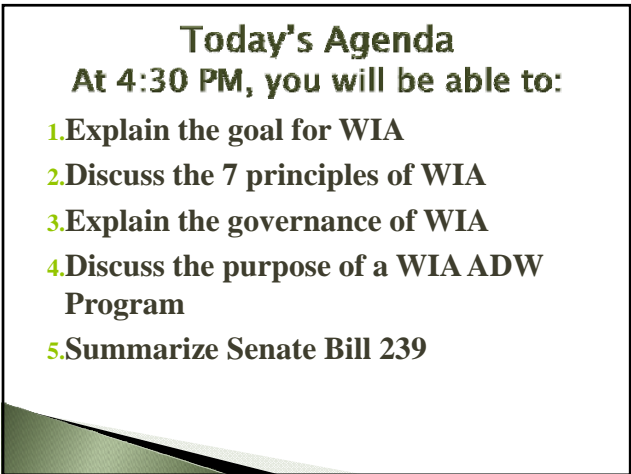
To be successful in the Workforce Development Academy, we suggest the following:

1. Schedule an hour the evening before each class to read over the upcoming course's materials. You will receive an email each Monday evening with preparation materials for that week's class.
2. Arrive to class at 1:15 PM, so you can be locked and loaded with complete focus.
3. Check emails and phone messages before 1:30 PM
4. Participate actively in class and ask questions

Sign below if you agree to the above expectations.

Facilitator's Signature _____

Student's Signature _____



Purpose of a WIA ADW Program

To provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment, and to help employers find the skilled workers they need to compete and succeed in business

Who do we serve

Adult	Dislocated Worker
Age 18 and over	Age 18 and over
Proper US citizenship	Proper US citizenship
Proper Selective Service Registrant	Proper Selective Service Registrant
	Laid off through no fault of his/her own due to downsizing, closure or termination

Sector Driven Initiatives

- ▶ Senate bill
- ▶ Labor market information

3 common measures

- ▶ Entered Employment Rate
- ▶ Retention Rate after six months
- ▶ Average Earning Gain

Federal & State Governance

- Federal
- State
 - Governor
 - Governor's Executive Workforce Board
 - State Agencies



Local Governance

- Local Elected Officials
- Workforce Investment Board
 - Composition
 - Responsibilities
 - Youth Councils
- Partner Agencies



Local WIB Composition

- ▶ Established in local areas and certified by the state governor every two years.
- ▶ Chair must be private sector/business.
- ▶ Members are appointed by the local area's chief LEO.
- ▶ Membership includes:
 - Local education entities - Economic development agencies
 - Local labor organizations - One-Stop Career Center partners
 - Community-based organizations

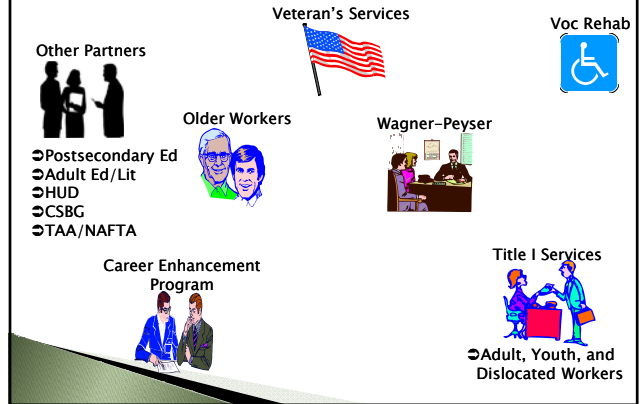
Local WIBs Functions

- ▶ Develop and submit 5-year local plan
- ▶ Select local system operators
- ▶ Identify eligible providers of intensive and training services
- ▶ Provide oversight
- ▶ With LEOs, negotiate performance measures with the governor
- ▶ Ensure effective connecting and coaching activities to assist employers with hiring needs
- ▶ Coordinate activities with economic development and employers
- ▶ With LEOs, establish a Youth Council and select youth program providers
- ▶ Develop and oversee a local strategy that addresses:
 - Support and advocacy for businesses
 - Growth industry sectors
 - Talent development
 - Customer focus/continuous improvement
 - Local policy development

One-Stop Career Centers

Designed to provide a full range of assistance to job seekers under **one** roof. Established under the Workforce Investment Act, the **centers** offer training referrals, **career** counseling, job listings, and similar employment-related services.

Who are the Mandated One-Stop Partners?



Our Vision here for ADW

Questions?

YOUTH	Name	Facilitator	Date of Course
Week 1	Youth Overview	Clentine	9/4
Week 2	Youth Recruitment	Clentine	9/11
Week 3	ISS-Case Mgmt-CN	Shawonda	9/18
Week 4	Training Services	Shawonda	9/25
Week 5	Common Measures	Clentine	10/2
Week 6	Data Entry	Shawonda	10/9
Week 7	Advanced Reporting	Peter	10/16
Week 8	STEM	Bridget and Carol	10/23
Week 9	WC Policies & Procedures	Clentine	10/30
Week 10	Business Engagement	Business Engagement Team	11/6
Week 11	Fiscal	Maryann	11/13
Week 12	Customer Service	Tawuana	11/20
Week 13	Monitoring	Heather	Dec 4
Week 14	Hard to Serve		Dec 11
Week 15	Final Presentations		Dec 18

Workforce Development Academy *WIA Youth Outreach and Recruitment*



workforce **CONNECTIONS**
PEOPLE. PARTNERSHIPS. POSSIBILITIES.

1



Today's Outcomes

Discuss challenges of outreach, recruitment and engagement

Explain the five steps of outreach

List 3 suggestions for recruiting

Name marketing strategies to reach youth


Identify organizations that work with youth

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WHY?
Outreach – Recruitment - Engagement

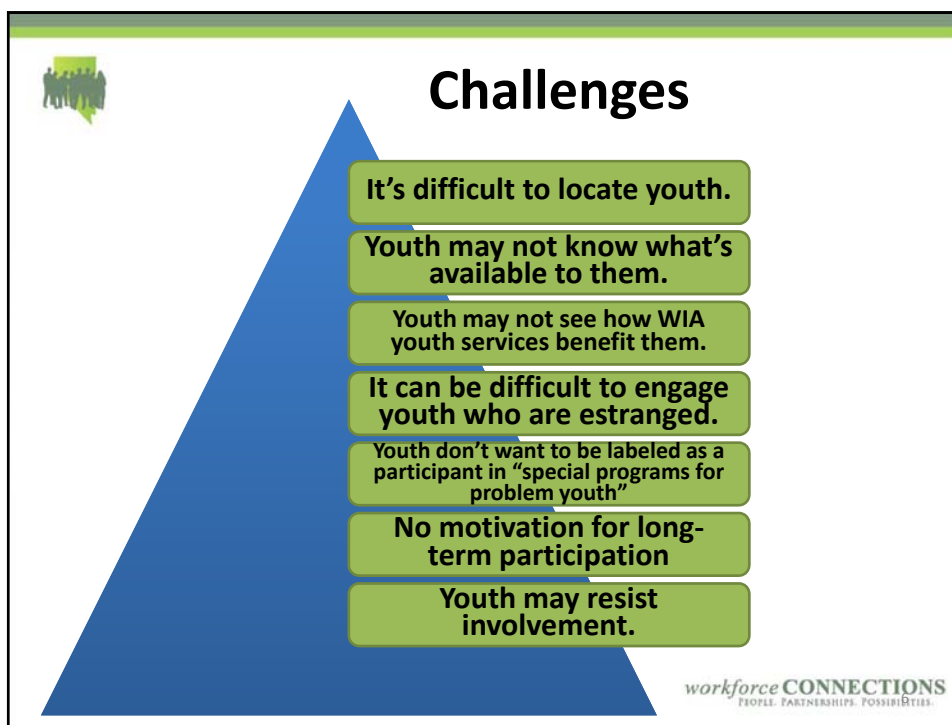
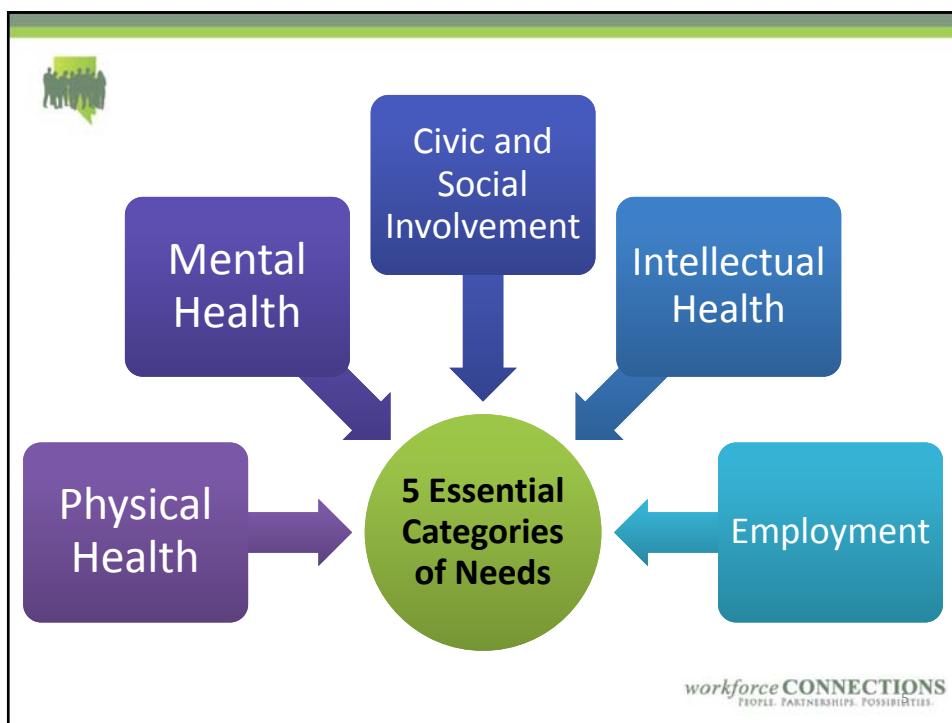
workforce **CONNECTIONS**
 PEOPLE. PARTNERSHIPS. POSSIBILITIES.

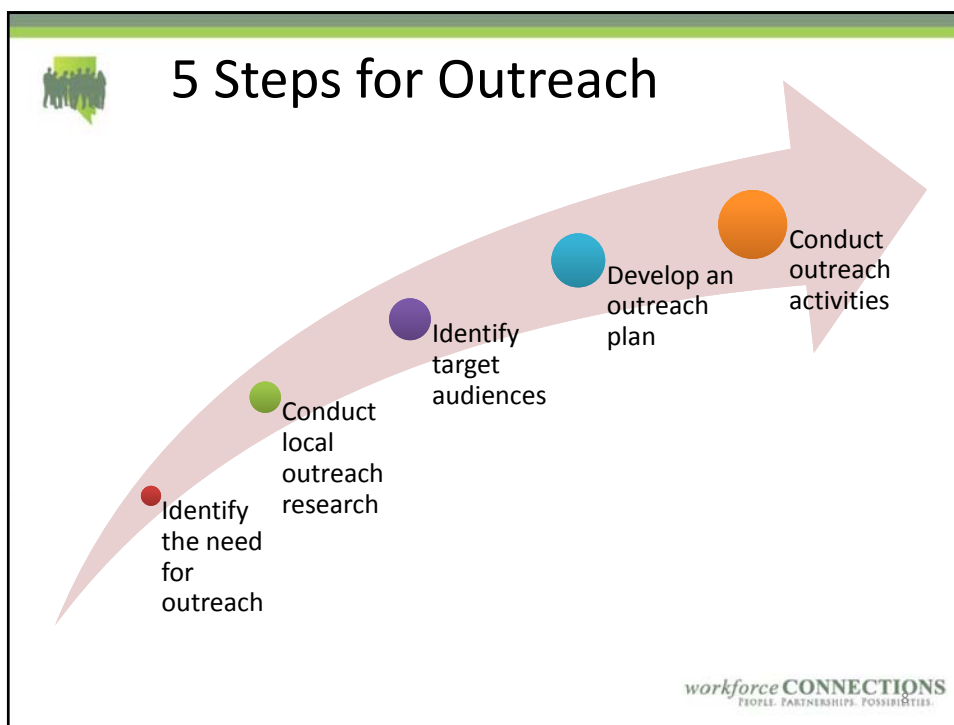


Why?

- To inform at-risk youth and the community about the services and benefits available through local WIA youth programs
- To motivate youth to make contact with and participate in local WIA youth programs
- To assist youth in persisting in WIA youth program activities until they are fully prepared to succeed in employment, further education and independent adult living.

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Recruitment Suggestions

Create a youth-friendly intake environment – how?

Offer incentives for recruiting participants – what?

Personalize recruitment – how?

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Recruitment includes:

Engaging youth
that can talk
positively
about programs

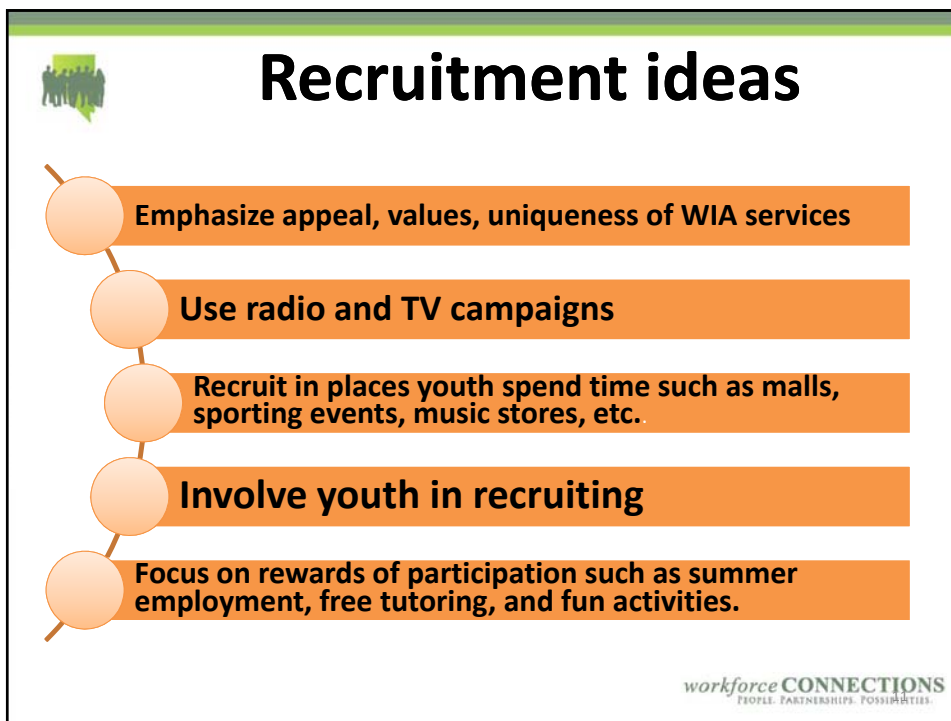
Collaborating
with community
and faith based
organizations

Offering staff
incentives for
recruiting
young people

Hold
orientations
with food
and prizes

Operate user
friendly
registration
process

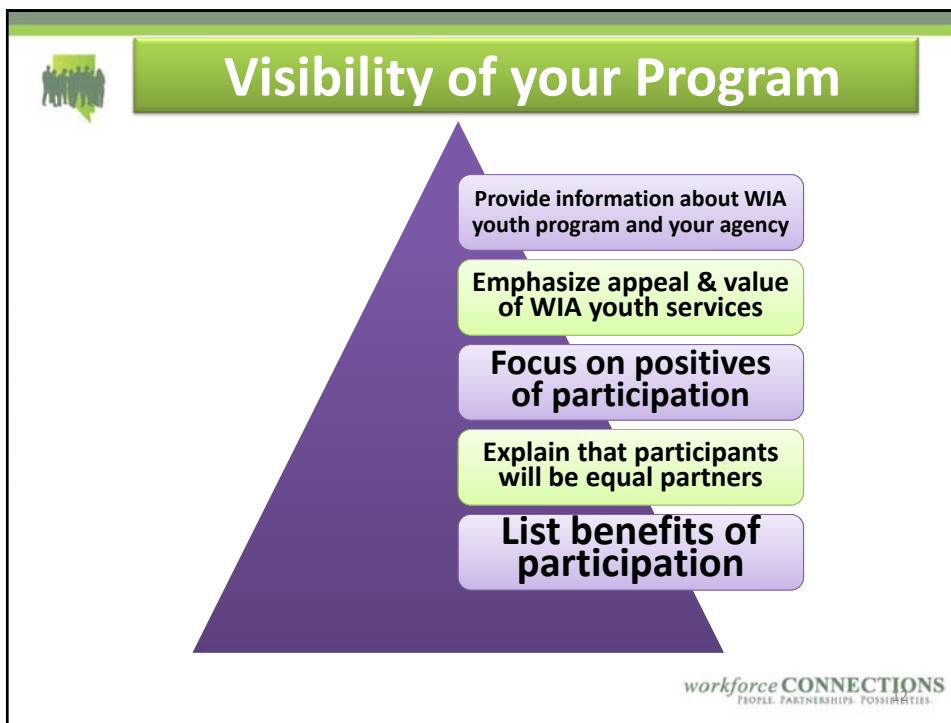
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Recruitment ideas

- Emphasize appeal, values, uniqueness of WIA services
- Use radio and TV campaigns
- Recruit in places youth spend time such as malls, sporting events, music stores, etc.
- Involve youth in recruiting
- Focus on rewards of participation such as summer employment, free tutoring, and fun activities.

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Visibility of your Program

- Provide information about WIA youth program and your agency
- Emphasize appeal & value of WIA youth services
- Focus on positives of participation
- Explain that participants will be equal partners
- List benefits of participation

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How do YOU keep youth engaged in your program?

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Organizations that work with youth

Faith-Based

High Schools

Court systems

Law enforcement

Social Service Agencies

Non-Profit

Public housing authorities

Education agencies

Juvenile Justice Institutions

Homeless Shelters

Job Corp representatives

Public & private organizations


Community-Based Partners

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Questions?

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SOUTHERN NEVADA

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Executive Director's Annual Performance Report

July 14, 2015

3 Techniques and Methods Employed to Assist Service Providers

B Secured and Provided Staff and Service Providers
Administrative and Financial Management Training
including Procurement

Sub-recipient Training Agenda

8:30 - 10:00	Uniform Administrative Requirements, Parts 95 and 97
10:00 - 10:15	Break
10:15 - 11:30	OMB Cost Principles and Allowable Cost Quiz
11:30 - 12:30	Lunch
12:30 - 1:00	Identification and discussion of federally required written policies and procedures
1:30 - 2:00	Civil Rights Overview – DOL Core Monitoring Guide
2:00 - 2:15	Break
2:15 - 3:45	Procurement, including high risk
3:45 - 4:00	Questions and Answers

Full Presentation Available

Executive Director's Annual Performance Report

July 14, 2015

3 Techniques and Methods Employed to Assist Service Providers

- # C Secured and Provided RFP 101 Training for Potential and Existing Service Providers**

Procurement Training

Las Vegas, Nevada
January 23, 2015



PCG Human Services
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Agenda

- Welcome
- SOQ
- The Procurement Process
- Lunch Break
- Relationships with Other Agencies
- Responding to an RFP
- Closing



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Introductions

- Instructors
 - Tom Kavanagh, *Senior Consultant*, PCG
 - Reg Javier, *Associate Manager*, PCG
- Class Introductions
 - Name, Organization, Experience with Procurement



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3

Statement of Qualifications

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Statement of Qualifications


1. Organizational Information
2. Performance
3. Fiscal
4. Compliance
5. Q & A



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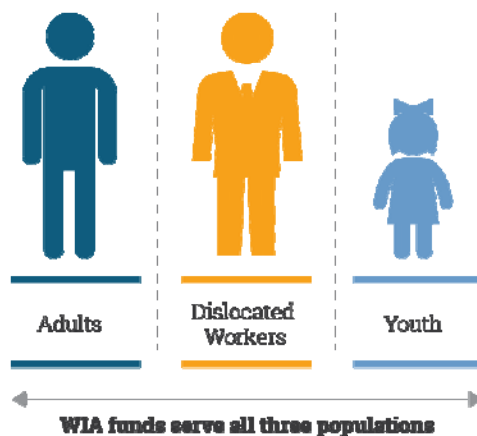
Organizational Information



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Performance – Eligibility



Performance – WIA Metrics


Funding Stream	Performance Metric
Adult/Dislocated Workers	<ul style="list-style-type: none"> Entered Employment Retention Earnings Credential Attainment
Youth	<ul style="list-style-type: none"> Same as Adult/DW for older youth (18-21) Attainment of Basic Skills Attainment of secondary school diplomas Placement and retention in postsecondary education
All WIA Funding Stream	<ul style="list-style-type: none"> Customer satisfaction for participants Customer satisfaction for employers



Cross Comparison of Performance Measures Comparing WIA and the Proposed WIOA

Performance Measure	Current WIA	Proposed WIOA
Adults and Dislocated Worker Measures		
Entry into unsubsidized employment (Entered Employment)	Measured in Q1 after exit.	Measured in Q2 after exit. (Additional 1 quarter lag in reporting.)
Retention in unsubsidized employment (Employment Retention)	Measured in Q2 and Q3 after exit.	Measured in Q4 after exit. (Additional 1 quarter lag in reporting.)
Earnings change after entry into unsubsidized employment (Average Earnings)	Measured as average, in Q2 and Q3 after exit.	Measured as median earnings in Q2 after exit only. Median is defined as the numerical value that separates the higher half from the lower half of earnings.
Credential rate	None	New measure: Percentage of participants who obtain a recognized post-secondary credential or diploma during participation or within 1 year after program exit.
In Program Skills Gain	None	New measure: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time.
Employer Measure		
Indicators of effectiveness in serving employers	None	New measure: One or more employer measures to be implemented before commencement of Year 2.

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Cross Comparison of Performance Measures Comparing WIA and the Proposed WIOA

Performance Measure	Current WIA	Proposed WIOA
Youth Measures		
Placement in Employment, Education, or Training	Measured in Q1 after exit.	Measured in Q2 after exit. (Additional 1 quarter lag in reporting.)
Retention in Employment, Education, or Training	None	New measure: Percentage of participants in education, training, or unsubsidized employment; measured in Q4 after exit.
Earnings after entry into unsubsidized employment	None	New measure: Median earnings of participants in unsubsidized employment during Q2 after exit.
Credential rate	Attainment of a Degree or Certificate - Rate of youth participants who obtain a diploma, GED, or certificate by the end of the Q3 after exit.	Percentage of participants who obtain a recognized credentials or secondary diploma during participation or within 1 year after program exit.
Literacy and Numeracy Gains	Literacy and Numeracy Gain - Rate of youth participants who increase one or more educational functioning levels during first year in program.	Eliminates measure
In Program Skills Gain	None	New measure: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real time.

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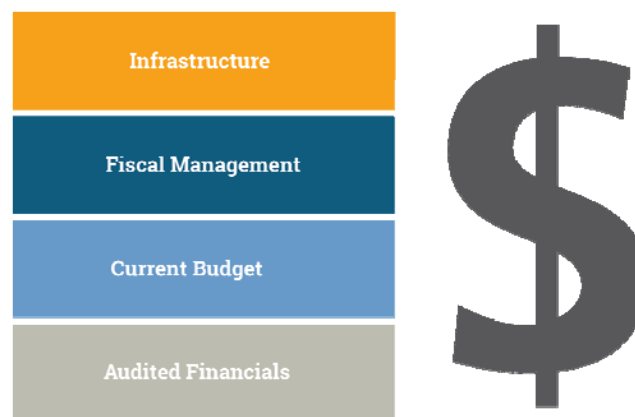
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Workforce Innovation and Opportunity Act (WIOA)

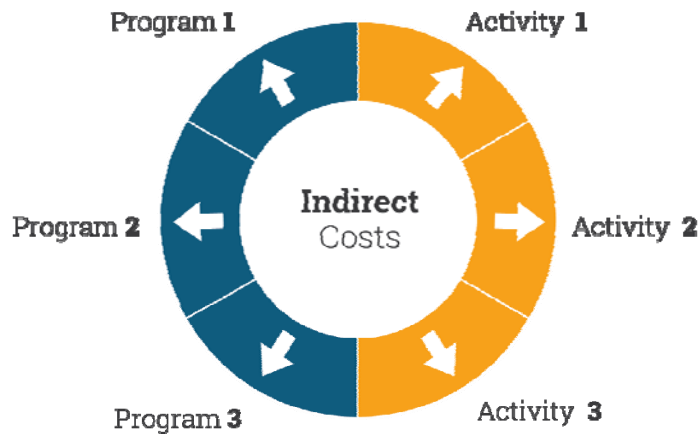
Key changes to service delivery

- | | |
|---|--|
| • Reduced number of required board members | • Required unified plan between the state and local levels |
| • Establishment of core measures for Adult and Dislocated Worker Funding and Youth Funding to gauge the continuous improvement of One-Stop and Youth delivery systems | • Measurement of the effectiveness and accessibility of One-Stops as related to their ability to reach established performance levels and satisfy the local employment needs |
| • Greater diversity in job training programs to close the skills gap between job seekers and good paying, high-skilled jobs | • Reauthorization of national programs including Job Corps, YouthBuild, and Native Americans Programs |

Fiscal Considerations



Fiscal – Cost Allocation Plan



Fiscal – Indirect Rate

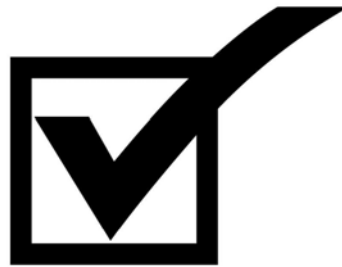
- What is it?
- Do I need it?
 - Why?
- Exercise:
 - Indirect Cost = \$1,000
 - Direct Cost = \$20,000
 - What is the indirect cost rate?

Indirect Cost Rate = $\$1,000 / \$20,000$

5%

Compliance

- Equal Employment Opportunity
- IT System Requirements
- Signature Certification
 - Authorized Reps.
- Assurances and Certifications
 - Samples
- Debarment, Suspension, Ineligibility



Q & A



The Procurement Process



The Procurement Process

- Procurement Cycle
- Bidder's Conference
- Evaluation and Selection Process
- Protest, Grievance, and Appeals
- Conflict of Interest
- Q&A

The Procurement Cycle

Process to promote fair and open competition (CICA,1984)



Bidder's Conference



- Why are they necessary?
- How do you take advantage of them?

Procurement Calendar

Example

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
					RFP Release	
5	6	7	8	9	10	11
		Bidder's Conference				
12	13	14	15	16	17	18
	Question Submission Deadline				Response to Questions Deadline	
19	20	21	22	23	24	25
26	27	28	29	30	31	
					Proposal Submission Deadline	

Evaluation and Selection Process

1	Evaluated on how well they demonstrate they meet the criteria
2	Incomplete proposals or those inconsistent with legal, regulatory, or RFP requirements eliminated
3	Review panel will score and rank all proposals based using scoring model outlined in RFP
4	Recommendation, negotiation and award

Evaluation and Selection Process

Proposals will first undergo a Technical Review to determine that the respondent has met all the technical requirements of the RFP.



Pass Technical Review, undergo an evaluation by a Proposal Review Committee.



Additional data, conduct oral discussions or review documentation in support of the proposal before making an award may be requested.



All proposals submitted in response to the RFP become the property of WC



Low Bid vs. Best Value

Protests, Grievances, and Appeals

- All unsuccessful bidders have the right to file a protest, grievance, or complaint.
- If found to have merit, they will promptly be processed.
- Protest/grievance process will be clearly outlined in the RFP.

Conflict of Interest

- Oral or written off-the-record communication made to decision-making personnel
- If RFP allows, a Conflict of Interest form must be completed to document any communication
- Risk bidder elimination if proper protocol is not followed



Q & A





Relationships with Other Agencies

Partnerships

Strategic	Tactical
<ul style="list-style-type: none"> • Will expand the ability of the workforce system to serve more customers • Will expand the access of services available to customers 	<ul style="list-style-type: none"> • Increases the services that are available at the One-Stop Center • Adds Services that are compliment the One-Stop Services

MOU's

Memorandum of Understanding	Required	Operational
Essentially is an agreement between two parties that expresses a convergence of the parties over a common activities	<ul style="list-style-type: none"> • Wagner-Peyser • WIA/WIOA • Voc. Rehab. • Education 	Designed to expand the services offered to customers, usually includes some fiscal implications as well

Match

- Defined as 'money' that is brought to the project by an outside resource. Outside would mean non-WIA/WIOA funds

Cash

An infusion of cash that is added to the running of the program to support the activities with clients

In-Kind

Contribution made to the program such as staff support and donated facilities

Responding to an RFP

Responding to the RFP



RFP Checklist

EXAMPLE

Complete Proposal Checklist

- Proposal Cover Sheet (signed and dated)
- Executive Summary (one page, no points)
- Proposal Narrative Section (no more than 15 pages, double spaced: 60 points)
- Fiscal Plan and Budget (40 points)
- Sector Specific Narrative Section (no more than 6 pages double-spaced, 100 points)



Additional Mandatory Items to be included in the Appendix

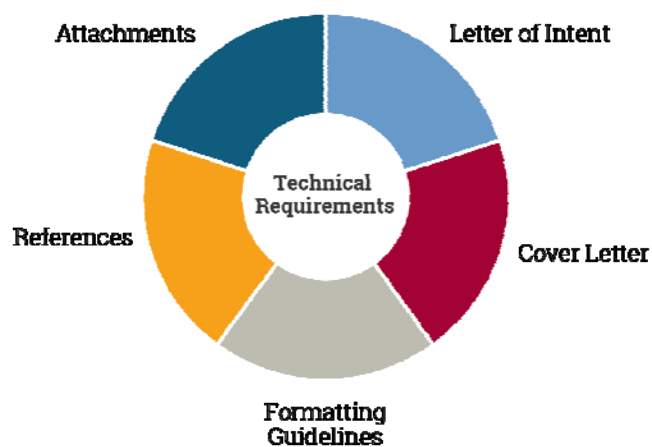
- Resumes of key personnel, or job descriptions
- Agreements with partners/subcontractors
- Organization Chart
- Timeline showing major activities proposed
- Budget template and budget detail narrative

RFP Calendar

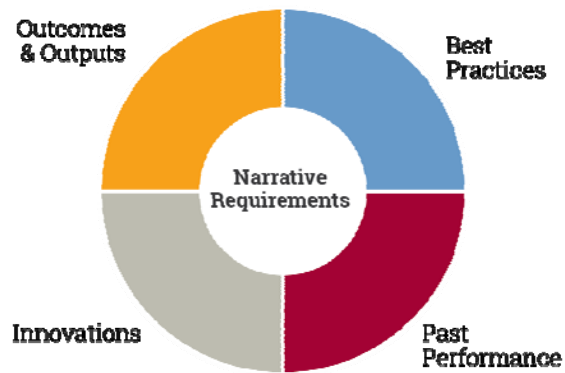
Example

Calendar Item	Date
Release RFP	Tuesday, March 25, 2014
Bidder's Conference	Wednesday, April 16, 2014
Question Submission Deadline	Friday, April 18, 2014
Response to Questions Deadline	Wednesday, April 23, 2014
Proposal Submission Deadline	Tuesday, April 29, 2014 2:00PM EST
Announcement of Award	Monday, May 19, 2014
Contract Period Begins	Monday, June 2, 2014
Contract Period Ends	Tuesday, June 30, 2015

Technical Requirements




Narrative Requirements




Fiscal Requirements

- **Line-by-line budget detail**
 - Personnel costs
 - Non-personnel costs
 - Subcontractor costs
 - Cost allocation plan
- **Budget Narrative**
 - Substantiates costs in cost reimbursement section of budget
 - Required to assign a monetary value to any in-kind/cash match
 - Must correspond to the amounts and types of support documented





Final Q & A



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Contact Sheet

<p>Reg Javier Public Consulting Group Associate Manager rjavier@pcgus.com (858) 546-4464</p>	<p>Tom Kavanagh Public Consulting Group Senior Consultant tkavanagh@pcgus.com (574) 320-7699</p>
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Executive Director's Annual Performance Report

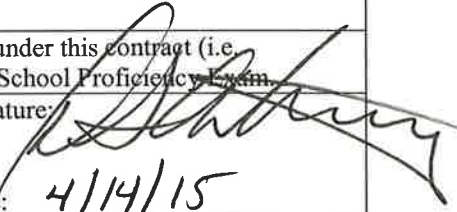
July 14, 2015

3 Techniques and Methods Employed to Assist Service Providers

D Secured and Provided Youth Tutoring Program for In-School Youth


Youth Tutoring Program for In-School Youth

Scope of Work and Deliverables

Program Year:	PY14
Program/Agency Name:	AGAPE BH&FS LLC
Location of Services:	3650 North Rancho Drive Ste. 106/participant school if necessary
Program Type:	WIA In-School Youth Formula
Program Dates:	April 14, 2015 – September 30, 2015
Amount Awarded:	\$50,000.00
Number to be Served:	125
Target Population:	High School Seniors at Risk of Failing High School Proficiency Exams
Program Description:	<p>The graduation rate for Nevada in 2014 was 70.91%. Workforce Connections, Help of Southern Nevada and Nevada Partners are in 15 schools working with high school seniors prepare to take the proficiency exams. The expected result of tutoring is to deliver an increase in the graduation rate among the number of youth who are served by this contract.</p> <p>Agape LLC will partner with Workforce Connections in-school youth services providers (HELP of Southern Nevada and Nevada Partners, Inc.).</p>
Contractor Responsibilities	<ul style="list-style-type: none"> • Provide tutoring to only WIA-eligible enrolled HS seniors referred by a WC service provider. • Provide an initial academic assessment for high school seniors who have failed the proficiency exams so that the appropriate approach is made to assist these youth through graduating. • Provide all participant related records to each service provider. • Provide individual and group tutoring, as needed. • Provide a Learning Plan for all participants. • Provide youth attendance sheets for all activities. • Provide monthly progress reports
Required Deliverables	85% of participants who receive any service under this contract (i.e. assessment, tutoring, etc.) will pass the High School Proficiency Exam.
Contact Person & Information:	<div> Dellisa Armstrong, CEO 3650 North Rancho Drive Ste. 106 Las Vegas, NV 89130 702-740-5683; 702-606-8535 </div> <div> Signature:  Date: 4/14/15 </div>



Youth Tutoring Program for In-School Youth
Schedule of Compensation


Program Year:	PY14
Program/Agency Name:	AGAPE BH&FS LLC
Location of Services:	3650 N. Rancho Drive, Suite 106/participant school if necessary
Program Type:	WIA In-School Youth Formula
Program Dates:	April 14, 2015 – September 30, 2015
Amount Awarded:	\$50,000.00
Number to be Served:	125
Specific Payables:	<p>\$5,000.00 per month for tutoring activities; 12 sessions available per week (up to \$27,500.00)</p> <p>\$2,000.00 per month for case management and supplies including progress reports, learning plans, attendance, incentives, and supplies (up to \$11,000)</p> <p>\$1,000.00 per month for assessments; each participant assessed at least once per week (up to \$5,500.00)</p> <p>\$50.00 per participant for passing the High School Proficiency Exam (up to \$6,000.00)</p>
Invoicing Requirements:	<p>Contractor must submit line item invoices to WC listing individual activities billed per participant. There must be source documentation attached for each item billed, such as sign-in sheets or exam results.</p> <p>Invoices may be submitted electronically to invoices@snvwc.org or via mail or hand-delivery to:</p> <p>Workforce Connections ATTN: Accounts Payable 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146</p>
Contractor:	<div>Delissa Armstrong, CEO 3650 North Rancho Drive Ste. 106 Las Vegas, NV 89130 702-740-5683; 702-606-8535</div> <div>Signature:  Date: 4/14/15</div>



Youth Tutoring Program for Out-of-School Youth *Scope of Work and Deliverables*

Program Year:	PY14
Program/Agency Name:	Tutoring Contract with Empowerment Learning Services, LLC
Location of Services:	Multiple Service Provider Locations
Program Type:	WIA Out-of-School Youth Formula
Program Dates:	April 14, 2015-September 30, 2015
Amount Awarded:	\$50,000.00
Number to be Served:	100
Target Population:	Out-of-School youth
Program Description:	<p>The goal of the tutoring program is to increase basic skills for out-of-school youth enrolled in various programs through Workforce Connections.</p> <p>Empowerment Learning Services will Partner with OSY service providers (Youth Advocate Program, Olive Crest, Goodwill Industries of Southern Nevada, Southern Nevada Regional Housing Authority, Nye County) to provide tutoring as agreed up on with the provider at the location of the service provider's office or agreed upon space between the provider and the tutor.</p>
Contractor Responsibilities:	<ul style="list-style-type: none">• Provide services only to only WIA-eligible Out-of-School Youth referred by a WC service provider.• Implement and conduct tutor performance assessments.• The <u>tutoring agency is responsible</u> for becoming <u>certified to give the CASAS test, if not already certified</u>. Information on CASAS can be found at www.casas.org.• Provide an initial academic assessment for out-of-school youth.• Provide remedial tutoring in Math and Reading.• Determine which CASAS pre-assessment test will be used and address the youth's weaknesses.• Conduct Pre and Post CASAS tests for all youth served.• Provide individual and group tutoring, as needed.• Provide a learning plan for all participants.• Provide attendance sheets for all activities.• Provide monthly progress reports• Provide all participant related records to each service provider.
Required Deliverables	85% of participants who receive a CASAS Pre-Test will increase one (1) or more educational functioning level (EFL) on a CASAS Post-Test/
Contact Person & Information:	<div>Ms. Sue Goodman Empowerment Learning Services 9219 Mangostone Lane Las Vegas, NV 89147 702-388-4357</div> <div>Signature:  Date: 4/15/15</div>

Youth Tutoring Program for Out-of-School Youth *Schedule of Compensation*

Program Year:	PY14
Program/Agency Name:	Tutoring Contract with Empowerment Learning Services, LLC
Location of Services:	Multiple Service Provider Locations
Program Type:	WIA Out-of-School Youth Formula
Program Dates:	April 14, 2015-September 30, 2015
Amount Awarded:	\$50,000.00
Number to be Served:	100
Maximum Amount Paid Per Participant:	\$500.00
Specific Payables:	<p>\$100.00 per participant for CASAS Pre-Test \$350.00 per participant for preparation activities which include:</p> <ul style="list-style-type: none"> • \$175.00 after first tutoring session or assessment • \$175.00 after 30 hours of tutoring (about 75% complete) <p>\$50.00 per participant for a CASAS Post-Test gain of one (1) or more educational functioning level (EFL)</p>
Invoicing Requirements:	<p>Contractor must submit line item invoices to WC listing individual activities billed per participant. There must be source documentation attached for each item billed, such as sign-in sheets or testing results.</p> <p>Invoices may be submitted electronically to invoices@snvwc.org or via mail or hand-delivery to:</p> <p>Workforce Connections ATTN: Accounts Payable 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146</p>
Contractor:	<p>Ms. Sue Goodman Empowerment Learning Services 9219 Mangostone Lane Las Vegas, NV 89147 702-388-4357</p> <p style="text-align: right;">Signature:  Date: 4/15/15</p>

Executive Director's Annual Performance Report

July 14, 2015

3 Techniques and Methods Employed to Assist Service Providers

**# E Met or Exceeded All Established Performance Measures
(Adult, Dislocated Worker, Youth, and Youthbuild)**

workforce CONNECTIONS Local COMMON MEASURES Performance(CUMULATIVE/QUARTERLY)				
Prelim 2014 Annual from Discoverer	Total Participants Served	Adults:		
Green Indicates Exceeding Performance		Dislocated Worker:		
		Older Youth:		
		Younger Youth:		
Yellow Highlight indicates Meeting Performance	Total Exiters	Adults:		
Bold Red indicates Failing Performance		Dislocated Worker:		
		Older Youth:		
		Younger Youth:		
Adult and Dislocated Worker				
Reported Information	Performance Levels ---->	Negotiated	Actual	Num/Den
Entered Employment Rates	Adults	75.5%	66.7%	1465/2198
	Dislocated Workers	77.0%	67.0%	505/754
Retention Rates	Adults	82.4%	80.9%	1183/1463
	Dislocated Workers	84.5%	82.7%	470/568
Average Earnings (Adult/DW) Six Months Earnings Increase	Adults	\$14,500	\$14,718	17396382/1182
	Dislocated Workers	\$15,922	\$13,295	6248786/470
Youth				
Placement in Employment or Education	Youth (14-21)	68.7%	61.3%	984/1605
Attainment of Degree or Certificate	Youth (14-21)	61.0%	60.9%	734/1205
Literacy and Numeracy Gains	Youth (14-21)	43.0%	34.7%	168/484

YouthBuild Las Vegas
Quarterly Narrative Progress Report
YBLV 2013 Grant
Quarter 3: January-March
Program Year: 2014

1. Accomplished Objectives: *What goals did the project successfully achieve as related to plans for the last quarter?*

a. **Progress:** *Describe the progress that the project made in accomplishing objectives for the last quarter.*

1. **Enrollment:**

- 100% Enrollment.

2. **Placement in Employment or Education:**

- 78.57% have been placed in education and/or job.

3. **Attainment of Degree or Certificate:**

- All active participants are working towards their HBI Pact as well as their HiSET and/or High School Diploma.
- 13 participants have received their HiSET & HSD.
- 96.43% have attained a nationally recognized certificate.

4. **Literacy &/or Numeracy Gains:**

- Overall we are at 62.26%

5. **Retention Rate:**

- 81.25%

6. **Recidivism Rate:**

- 0% Recidivism

b. **Challenges and Concerns:** *Describe challenges and concerns that the project has encountered while attempting to achieve planned objectives.*

1. **Enrollment:** None

2. **Placement in Employment or Education:**

- Encouraging students to apply for post-secondary education.
- Encouraging students to continue to apply for jobs and apprenticeship programs. It can be challenging when the participant does not get instant gratification.

3. **Attainment of Degree or Certificate:**

- Encouraging students to continue with their education if they have not already received their HiSET and/or GED.

4. **Literacy &/or Numeracy Gains:**

- Making sure that all the participants take the CASAS exam as seriously as they did the first time around.

5. Retention Rate:

- Keeping in contact with the graduating class and making sure that they are still employed.

6. Recidivism Rate:

- Making sure students don't go back to their old ways. We can help them by being readily available as well as offering the support and counseling.

c. Items to be Resolved: *Explain any remaining challenges and concerns that the project needs to address.*

- N/A

2. Other Accomplishments: *What additional progress or achievements has the project accomplished in the last quarter?*

- Two classes taught from the Healthcare Preparatory Institute on sex education and health.
- Field trip to Zappos and a tour of the company for employment opportunities
- Take part in the 100th house celebration for Habitat for Humanity
- Volunteered at Three Square two different times
- Two tours at the College of Southern Nevada at both locations.
- Two young men were sent to the AmeriCorps Young Leaders Conference in Washington D.C.
- Participants worked at the Speedway event for AmeriCorps week.
- Local motivational speaker came and spoke to the participants

a. Challenges and Concerns: *Describe challenges and concerns that the project has encountered while attempting to achieve additional accomplishments. Explain how these challenges and concerns were overcome.*

- N/A

b. Items to be Resolved: *Explain any remaining matters that the project needs to address.*

- N/A

3. Projected Objectives: *What objectives does the project plan to accomplish during in the next quarter?*

a. Implementation: *Describe the next steps that the project will take in order to accomplish its planned objectives.*

1. Enrollment:

- Continue to follow up with the graduating class of 2014.
- Make sure class of 2015 is doing everything they need to do to accomplish their education and construction goals.
- Prepping for graduation on June 1st that will be held at the Texas Station Hotel.

2. Placement in Employment or Education:

- Making sure all participants that are not placed in post-secondary education or a job still come in weekly to talk with the Placement and Retention Coordinator.

During this time they can use a computer to apply for jobs and also work on mock interview skills.

- Making sure that those who finish their HiSET take the next step and enroll into post-secondary education.
- Making sure that the current class is ready for employment and post-secondary education come June 1st.

3. Attainment of Degree or Certificate:

- Continuing to provide educational assistance to help participants attain their HiSET/HSD.
- Making sure all active students whom have not passed their HiSET sign back up to retake the exam so they can be finished by June 1st.
- Ensuring that all participants make their 450 hours for Americorps so they can all earn their \$1,500 education award.

4. Literacy &/or Numeracy Gains:

- Retest participants in the CASAS for potential gains.

5. Retention Rate:

- Making sure those students that are placed in a job or education provide proof of work and/or school each quarter with a pay stub and/or proof of grades.

6. Recidivism Rate:

- Make sure that the participants receive the help and guidance by the counselors to stay out of trouble during follow up.

b. Challenges and Concerns: *Explain the challenges and concerns that the project may encounter as it works towards planned objectives.*

1. Enrollment:

- Keeping in constant contact with participants as their phone numbers and living arrangements change through-out the course of the program and during follow-up which is even more difficult since we don't see them on a daily basis.
- Keeping the active students engaged and motivated to complete all their educational and personal goals.

2. Placement in Employment or Education:

- It will be difficult to place those participants who do not have their high school diploma or HiSET.
- Encouraging students to apply to job leads right away once they receive the lead from the Placement and Retention Coordinator.

3. Attainment of Degree or Certificate:

- Not all participants might have the ability to earn their HiSET/HSD due to lack of fundamental educational skills.
- Making sure that the participants who do not have a HiSET/HSD keep motivated and continue to work towards their diploma.
- Encouraging all students to go ahead and test for their HiSET because many of them lack confidence in test taking.

4. **Literacy &/or Numeracy Gains:**

- Post-test all the active students in the CASAS to make sure they are receiving the tools and education to make gains in their reading/writing and math.

5. **Retention Rate:**

- Making sure students stay employed and/or in school. As well as supplying us with proof quarterly that they are either in school and/or working.

6. **Recidivism Rate:**

- Keeping participants motivated and on track.

Executive Director's Annual Performance Report

July 14, 2015

4 Project Development

- # A Youthbuild USA Americorps 2014-2015 Grant (\$25,000) – Grant Re-Awarded
- # B NSHE/DETR Future of Nursing: Campaign for Action Grant (\$135,000) – New Grant
- # C UNLV Collaborative Gap Training for Nurses Program (\$200,000) – New Project Funded
- # D CSN Apprenticeship Preparation Training (\$204,000) – New Project Funded

Executive Director's Annual Performance Report

July 14, 2015

4 Project Development

A Youthbuild USA Americorps 2014-2015 Grant (\$25,000) –
Grant Re-Awarded

YOUTHBUILD USA AMERICORPS 2014-15 GRANT TERM
Acceptance of Subgrant Award and Special Conditions and Reporting Requirements

SUBGRANTEE: WorkforceCONNECTIONS

SUBGRANTEE'S
AMERICORPS ID NUMBER: 13NDHMA0010033

<u>ENROLLMENT</u> <u>PERIOD*:</u>	<u>SUBGRANT</u> <u>AMOUNT:</u>	<u>MATCH AMOUNT:</u>	<u>NUMBER & TYPE OF</u> <u>MEMBERS:</u>
08/15/2014	– \$25,000	\$25,000	0 Full Time (FT)
08/14/2015			0 Half Time (HT)
			0 Reduced Half Time (RHT)
			30 Quarter Time (QT)
			0 Minimum Time (MT)
<u>GRANT</u> <u>START DATE</u>			
08/15/2014			

*See *Period of Expenditures* section.

WorkforceCONNECTIONS accepts the offer of this subgrant as made in the enclosed agreement, subject to the terms, conditions and assurances associated with such subgrant, and agrees, as a condition precedent to accepting such subgrant award, to comply with such terms, conditions and assurances.

I have read the aforementioned Special Conditions and Reporting Requirements and understand that the subgrant will be subject to these terms, conditions and requirements. I certify that WorkforceCONNECTIONS will comply with these special grant conditions and reporting requirements.

Authorized Representative of Subgrantee
 (the Subgrantee)

ARDELL GALBRETH
 Print Name

[Signature]
 Signature

OCTOBER 20, 2014
 Date

Director of Subgrantee YouthBuild Program

(If one program under a Subgrantee, acknowledging that he or she has read and understand the terms and conditions of this Agreement, otherwise please write "NA")

RICARDO VILLALOBOS
 Print Name

[Signature]
 Signature

OCTOBER 20, 2014
 Date

Authorized Representative of
Subcontractor
(If applicable)

SANGEETA TYAGI

Print Name

S. Tyagi
Signature

10/14/14
Date

Authorized Representative of
YouthBuild USA: CPO, CEO or CFO

MARIEL GONZALEZ

Print Name

M. Gonzalez
Signature

10/14/14
Date

Please keep one copy of this contract for your records and **mail one copy to YouthBuild USA, c/o Matt Fisher at YouthBuild USA 58 Day Street, P.O. Box 443022, Somerville, MA 02144, to arrive at YouthBuild USA by October 20, 2014.**

Executive Director's Annual Performance Report

July 14, 2015

4 Project Development

B NSHE/DETR Future of Nursing: Campaign for Action
Grant (\$135,000) – New Grant

Attachment 5 Subaward Agreement Scope of Work/Budget

Nevada Action Coalition
State Implementation Project (SIP)

Basic Scope of Work:

This proposed Scope of Work (Scope) describes the tasks to be performed by the Director and Program Coordinator in assisting the State Implementation Grant (SIP) in fulfilling the requirements of the Robert Woods Johnson Foundation (RWJF) Future of Nursing: Campaign for Action Grant #71319.

The project will address the Institute of Medicine's report on the Future of Nursing: Leading Change and Advancing Health, including implementing a nurse residency program. This initiative will focus on Associate Degree nurses progression by encouraging them to return to school and attain a minimum of a baccalaureate degree.

In addition, the project will focus on increasing the proportion of nurses with a baccalaureate degree to 80% by 2020. This initiative will be completed by:

1. Recruiting ethnically diverse students including first generation and low-income students, members of racial/ethnic minorities, and those living in rural areas
2. Developing and disseminating diversity appropriate resources
3. Working in concert with minority and ethnic nursing associations.

Nevada Action Coalition:

The Nevada Action Coalition (NAC) was designated by the Robert Woods Johnson Foundation and Association of Retired People (AARP) in February 2011 and is composed of a voluntary coalition of key partners throughout the state that includes nursing, business, government, labor and nursing education leaders.

The NAC co-lead organizations include the Nevada Governor's Workforce Investment Board Health and Medical Services Sector Council and the Nevada Alliance for Nursing Excellence (NANE).

The purpose of the NAC is to promote the implementation of the recommendations of the IOM report, The Future of Nursing: Leading Change, Advancing Health.

The deliverables will include the following:

1. Hire program staff
2. Create by-laws and an organizational chart
3. Hold a statewide summit
4. Create a map of the State of Nevada by region
5. Select a Regional and Recommendation Champions
6. Create a Diversity Task Force (DFT)
7. Disseminate marketing materials and activate social media sites
8. Create a marketing/education toolkit
9. Conduct a survey of Nurse Residency Programs in Acute Care facilities throughout NV
10. Establish a Transition into Practice (TIP) Committee
11. Develop curricula for Transition into Practice
12. Establish a speakers bureau to increase awareness of the Future of Nursing Campaign
13. Develop and activate a website for fund raising and outreach

External Relationships:

1. Collects and analyze nursing workforce data
2. Lead in statewide event planning efforts to present the work of the NAC as required by the State Implementation Program
3. Work directly with nursing and non-nursing stakeholders to ensure targeted goals and deliverables are achieved.

Public Relationships:

1. Establish and maintain effective relationships by serving as a liaison with non-nursing local, state and federal agencies and other health care stakeholder partners by encouraging the development of programs/activities that will support the enhancement of the IOM recommendations
2. Develop a strategic plan for development of new non-nursing partnerships and expansion of existing activities and/or programs, to better meet the Grant deliverables, thereby improving the health of all citizens within Nevada.
3. Network with local, state and national agencies to ensure future program development
4. Promote the success of the NAC and SIP and their role in Nevada through statewide presentations
5. Write news/professional magazine articles as required

Funding:

1. Explore opportunities for sustainable funding through grants and donations in partnership with the NAC and the larger stakeholder community
2. Research and write grant proposals
3. Attain 501(C)(3) status for Nevada Action Coalition

Support the Vice-Chancellor of Health Sciences and NAC:

1. Assume the lead in directing the management of grant initiatives as well as additional activities as identified by the Vice-Chancellor of Health Sciences

Linda Paulic, will serve as a SIP program coordinator (PTE), at a level of effort on the grant to approximately three days a week. In addition to Linda, Debra Collins will also serve as a SIP program coordinator (PTE), at a level of effort on the grant to approximately two days a week. Debra and Linda wrote the SIP grant proposal and have been involved in SIP deliverables since NSHE received the grant. Debra currently serves as the chairperson of the Nevada Alliance for Nursing Excellence and the vice chairperson of our Nevada Nursing Action Coalition.

In partnership with Workforce Connections, this subaward will allow for the hiring of Debra to devote two days a week working in the SIP grant office, and the remainder of her time at Workforce Connections. This will also allow Linda to be contracted out for services through Workforce Connections.

Budget

Subaward to Workforce Connections

	Total sponsor+match	RWJF only
Salary for D. Collins (12 months PTE)	\$34,900	\$15,000
Fringe Benefits	\$29,120	\$4,950
Salary for L. Paulic (12 months PTE)	\$66,144	\$45,000
Travel, per diem, supplies, etc.	\$4,836	\$2,050
Total:	\$135,000	\$67,000

Budget reallocation is allowed, if a new category is required then prior approval must be requested through the administrative contact on Attachment 3.

Executive Director's Annual Performance Report

July 14, 2015

4 Project Development

C UNLV Collaborative Gap Training for Nurses Program
(\$200,000) – New Project Funded



GAP Training for RNs

Overview

Significant practice gaps exist as the newly graduated nurse transitions from academia to professional practice. The goal of this pilot program is to develop new grad knowledge, skills, attitudes and competencies in order to enhance their employability and to retain them in the profession of nursing.

This proposal is between UNLV Continuing Education and Workforce Connections.

GAP Training for RNs

An Academic-Practice Partnership Between University of Nevada, Las Vegas –
Continuing Education and Workforce Connections.

Overview:

The GAP Training for RNs (GAP-RN), an academic-practice partnership, will provide RNs with additional education, mentoring/coaching, and clinical experiences to improve competence, professional skills, and employability. The program incorporates:

- Precepted clinical experiences
- Mentoring
- Leadership coaching
- Online learning activities focusing on quality and safety in professional practice
- Hands-on training using simulation
- Technical skills practice
- Interviewing techniques and resume' development

The GAP Training for RNs will provide:

- Training for 24-32 hours per week over 13 weeks—24 hours clinical and 8 hours didactic (online and on site)
- An industry-recognized certificate of completion issued by UNLV Continuing Education
- CEUs for nurses returning to practice or seeking to improve acute care clinical skills

The UNLV program has been revised moving from an internship model to a training model which incorporates online learning activities, hands on skills training, laboratory training using simulation, comprehensive case studies, interviewing techniques, resume development, and clinical application within settings provided by clinical partners.

It is estimated that participants may engage in learning activities accounting for a maximum of 30 hours per week for 10 weeks. The average weekly time commitment is 26 hours (two 12 hour shifts per week and one online learning activity). Laboratory training is front-loaded and it will be completed prior to the time the students enter into their clinical rotations. Clinical hours are limited so participants can still work at their non-nursing jobs if employed. Experienced nurses will supervise students one-on-one. Students will NOT be included in productivity measures meaning that they share an assignment with their supervising nurse. The supervising nurses are volunteer preceptors and provide the service as an in kind contribution to the program.

The clinical model described above is a traditional model used by all nursing schools to enhance skill and role acquisition. Roles and responsibilities are clearly defined by the contractual agreements between the clinical partner and UNLV.

Participant Eligibility:

Licensed RN (ADN, BSN, and/or Entry Level Master's) graduates of any nationally accredited academic nursing program within the previous 18 months who have yet to find employment. The program is also suitable for registered nurses seeking to return to acute care practice after having experienced an extended absence.

Program Cost:

Each participant will pay a tuition rate of \$3,030. Additional expenses to include a background check and drug screening, mal-practice insurance, and uniforms will include an additional cost of approximately \$250.

Students in the UNLV's GAP Training program may be eligible for tuition subsidy through Workforce Connection funding. Workforce Connection funded partners will qualify participants.

Program Start Dates:

UNLV will run the first pilot GAP Training for RNs program in November 2014. A second cohort will launch in March 2015. A third cohort will launch in late summer 2015. The total number of enrollees for this program will not exceed 66 for this contract period. Participants will enroll in the program through the University of Nevada, Las Vegas (continuingeducation.unlv.edu/new-rn).

Program Outcomes:

The GAP Training for RNs outcomes:*

- Increase new grad competence
- Enhance new grad professional skills
- Decrease number of medication errors
- Increase new grad retention rates
- Decrease new grad turnover rates
- Decrease new grad stress levels
- Increase new grad professional self-confidence
- Decrease recruitment costs
- Decrease new grad transition costs

*see Assessment Plan for program outcomes, assessment tools, and schedule

Program Assessment Data:

Preliminary assessment data will be analyzed and program recommendations will be made. Training outcome data will be shared with the Regional Action Coalition, the Nevada State Board of Nursing, Nevada Alliance for Nursing Excellence, the Department of Employment, Training and Rehabilitation, NSHE, Nevada Nurses

Association, Nevada Organization of Nurse Leaders, Workforce Connections and any other interested organization or system.

Why is this program needed, challenges in the industry?

- Newly licensed nurses are expected to care for patients with complex health care needs within rapidly evolving health care settings.
- Educators and employers agree that there is a *practice gap* particularly in the areas related to risk management.
- Transition and orientation experiences vary greatly between clinical settings and some settings provide no transition experiences at all.
- Studies show that new nurses experience stress and challenges in professional self-confidence three to six months after hire. Data show that increased stress levels are risk factors for patient safety and practice errors.
- 35-60% of new grad nurses leave a position within the first year of practice resulting in replacement costs averaging \$60K per nurse.
- Studies indicate that 50% of new grads would fail to recognize a life-threatening complication due to lack of experience.
- 40% of new grad nurses admit to making medication errors.
- National Council of State Boards of Nursing recommends that verification of successful completion of a transition program be required at the first license renewal.

UNLV Program Roles and Responsibilities:

- Program administration
- Enrollment and tuition processes
- Continuing education credits for participants
- Industry-recognized certificate of training completion
- Co-marketing of the program to Nevada Schools of Nursing to include CSN and Nevada State College
- Web conferencing interface
- Online learning management system and learning activities reflecting QSEN Competencies, National Patient Safety Goals, and concepts recommended by National Council State Boards of Nursing (NCSBN) Transition Education Core
 - Pain management
 - Fall prevention
 - Infection prevention
 - Ethical decision making
 - End of life care
 - Cultural competence
 - Stress management
 - Evidence-based practice
 - Evidence-based skin care
 - Professional development
- Simulation training including case studies and pathophysiology review
- Clinical skills competency training

- Interviewing techniques and resume' refinement
- Administration of assessments and surveys as scheduled

Clinical Partner Roles and Responsibilities:

- Source and screen applicants for participation (twenty-five per cohort)
- Provide clinical placements
- Provide clinical liaison to collaborate with UNLV program coordinator
- Determine clinical units and rotation schedule for participants (total 9 weeks)
- In collaboration with GAP Training for RNs program liaison, identify skills targeted for additional training on skills competency training days
- Provide a dedicated preceptor for each GAP-RN training participant
- Provide RN to verify skills competencies on training day
- Complete requisite assessments and surveys as presented
- Support preceptor participation in online learning activities
- Provide feedback to GAP Training instructor and/or Program Director
- Co-market the program to potential new hire RNs

Benefits for Clinical Partners:

- Reduce onboarding costs
- Increase chances of hiring employees who are an organizational "fit"
- Authentic assessment of student performance and motivation
- Access to simulation center and targeted skills training
- Increase retention rates
- Participation in Academic-Practice Partnership

Benefits for Program Participant:

- Enhanced employment opportunity in desired unit/area of practice
- Hands-on training through precepted clinical
- Mentoring and support in a safe environment (UNLV)
- Increase in quality and safety of professional practice
- Increased confidence
- Increased professional competence
- EXPERIENCE

Program Completion Employability:

The UNLV program cannot guarantee employment as that decision resides with the clinical partner. It is well documented that employers prefer to hire experienced nurses. However, the clinical partners in this program philosophically agree that it is a shared responsibility to ensure that new nurses continue to "come through the pipeline". Clinical partners are selected based upon this philosophy.

The participants are licensed registered nurses who for some reason, are not working as nurses. The program and the clinical relationships are designed to enhance the skills, knowledge, and competencies of program participants. The

participants are NOT working in nursing and are seeking an opportunity to gain experiences which may facilitate employment in health care.

Clinical partners are offering training opportunities that show a demand for employment. Clinical partners have shared that there is a potential for employment after the completion of the program however they cannot guarantee that every participant will become employed. This training program allows the participant to demonstrate their abilities and puts them one step ahead of other nurses who do not have experience.

Refund Policy:

Registration cancellations must be received in writing (email is acceptable) no later than three (3) business days prior to the start date of the course/program in order to receive a refund. No refunds will be issued after this date. All refunds will be minus a \$10 administrative fee per course. Exceptions to this policy may be considered for major catastrophic events (for example: death of an immediate family member, severe car accident, out of state relocation, etc.). UNLV will have final decision authority and will require no more than a 50 percent refund.

Closing the Gap for Unsuccessful Participants:

Students actively participating in all learning activities and clinical experiences will not fail the program. Of course they will need to demonstrate professional attitudes, respect confidentiality, and perform according to their roles as defined by the nurse practice act. Participants not engaging in learning activities, who are tardy or do not show up for clinical, and who violate confidentiality, make gross error or practice outside their scope will not be successful.

Clinical partners will conduct interviews prior to placement to help ensure a good match. In some instances, participants may be placed in a clinical position that is not a fit. In the event this happens or if a clinical partner is not satisfied with the student performance, the program coordinator and program instructor will work with other participating area hospitals and replace the student in another training program in order for the student to complete the 13 weeks of training.

The program coordinator will assess the unsuccessful student situation on a case by case basis. If a student is unsuccessful, the coordinator will review the situation and a determination will be made on a case by case basis.

Similar Programs:

The GAP Training Program for RNs shares some similarities with the now obsolete Health Care 2020 program

- Employers may interview students for potential employment
- Employers may refer nurses to the GAP Training-RN program

- The GAP Training-RN curriculum may introduce concepts found in many new grad residencies. The GAP Training RN student may be more employable by having the knowledge, skills and attitudes garnered from the training.

The main difference between the UNLV GAP Training and residency programs is that UNLV participants are not employed. They are enrolled in a training program in an effort to refine their skills, increase their confidence and competence so that they become more attractive candidates for employment. Clinical partners are providing clinical placements which are positions for which they will be recruiting. It is described by one clinical partner that a UNLV participant may have a “leg up” on another applicant as a result of their participation in the program.

Compensation for Participants:

UNLV GAP training students are not employees and therefore would not receive pay. This training experience is intended to provide the RN experience so they can be better positioned to enter into employment.

Nearly all U.S. schools of nursing use this same model for clinical experiences. Clinical partners would argue that hosting students does not constitute free labor as experienced nurses supervise the students. One-on-one supervision for all student activity takes additional time and resources that are a cost to the clinical partner instead of benefit.

Marketing Efforts:

UNLV Continuing Education program has commenced marketing of this program by incorporating the following strategies:

- Nevada State Board of nursing included a program description on their website homepage.
- All Deans and Directors of Nevada School of Nursing have received program details to promote program to their previously graduated RNs.
- UNLV has reached out to both College of Southern Nevada and Nevada State College Nursing Departments and have received a letter of support from both entities.
- Program was presented to the Nevada Alliance for Nursing Excellence (NANE) and Nevada Action Coalition (NAC) which includes representatives from both academia and service settings.
- Email blast has been sent to 1598 RNs, receiving licenses between May 2013 and August 2014, through UNLV marketing department. The Nevada State Board of Nursing provided the contact information.
- Brochures have been created to promote program
- Marketing efforts will be promoted on UNLV CE social media channels
- Program promoted on UNLV CE website: continuingeducation.unlv.edu/new-rn

- **Contacting all area hospitals for training placements. Two nurse employer systems have already yielded more than 35 supervised clinical opportunities to date**
- **Informational Sessions have been conducted and will continue to be conducted for participants to learn about the program details and requirements.**
- **Informational Sessions will be conducted for employers to provide additional information and to secure placement opportunities. To date: two area hospitals have signed on to provide placements at Children's Hospital and the VA Hospital.**

UNLV Continuing Education Gap Training for RNs Program Budget

Three Cohorts of 22 students per cohort	\$ 199,980
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BUDGET PER COHORT		
Revenue		Total
Tuition (\$3030*22 students)	\$	66,660
Total Revenue	\$	66,660
Expenses		Total
Instructor Pay (\$1200*22 students + 3.15 Fringe)	\$	27,232
Trainers (additional instruction provided by trainers)	\$	2,400
Web Conferencing	\$	154
Simulation Lab	\$	6,240
Graduation Cost	\$	750
Framed Certificates	\$	1,980
CEU's and Transcript Achieving (\$35*22 students)	\$	770
CE Administration 33.5%	\$	22,331
School of Nursing Accreditation and Compliance	\$	4,803
Total Expenses	\$	66,660
Revenue - Expenses	\$	0

BUDGET PER STUDENT PER COHORT		
Per Head Budget		
Revenue		Total
Student tuition	\$	3,030
Total Revenue	\$	3,030
Expenses		
Instructor Pay	\$	1,238
Trainers (additional instruction provided by trainers)	\$	109.09
Web Conferencing	\$	7
Simulation Lab	\$	283.64
Graduation Cost	\$	34.09
Framed Certificates	\$	90
CEU's and Transcript Achieving	\$	35
CE Administration 33.5%	\$	1,015
School of Nursing Accreditation and Compliance	\$	218
Total Expenses	\$	3,030
Revenue - Expenses	\$	0

Executive Director's Annual Performance Report

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4 Project Development

D CSN Apprenticeship Preparation Training (\$204,000) –
New Project Funded



Division of Workforce and Economic Development

CSN Sahara West Center
2409 Las Verdes St.
Las Vegas, NV 89102

www.csn.edu/workforce

Apprenticeship Preparation Training

Prepared for: Heather Desart
Workforce Connections

Prepared by: Melissa Schroeder and Evelyn Thompson
Specialists, College of Southern Nevada

CC: Dan Gouker
Executive Director, Division of Workforce and Economic Development, College of Southern Nevada

Date: April 28, 2014

Today's workplace is dramatically changing at a rapid pace. The impact of this change is so influential that the National Skills Coalition is "Forging new partnerships to measure certifications and licenses." One of the solutions to this change is The College of Southern Nevada (CSN) Apprenticeship Preparation Training Program. CSN delivers a rigorous, multitier approach in preparing students to enter professional trade apprenticeship programs. This proposal contains information about CSN's apprenticeship program. This dynamic, cutting-edge all-inclusive program exposes students to apprentice trades, applicable academic courses and current and emerging employability skills in the "new workforce." Prepared for today and armed for the future, CSN's Apprenticeship Preparation Training Program is unparalleled.

There are several facets to this training program including a three credit algebra course, WorkKeys Assessment, OSHA 10 training, employability skills training, and several other components outlined below in the proposal.

Training will be conducted either at the CSN Sahara West Center or CSN Charleston Campus. It is recommended that a maximum number of 20 participants be accepted for each cohort of the program. The number of cohorts as well as dates and times of the trainings are flexible.

Attached are descriptions and cost for providing each training module.

Thank you for consideration of this proposal. We look forward to hearing from you.

Phase One

1. **General Assessment of Instructional Need (GAIN)** is a 2-hour assessment of math and English skills. This assessment evaluates a student's general abilities in these two areas and identifies learning gaps which helps us to create an individual learning plan for each student.
2. **WorkKeys Assessment** is a 4-hour assessment covering three areas: Reading for Information, Locating Information, and Applied Mathematics. Upon successful completion of this assessment, students will earn a National Career Readiness Certificate issued by American College Testing (ACT). This certificate validates a student's ability to perform well in the workplace and is a nationally recognized credential.
3. **Orientation Symposium**-The College of Southern Nevada offers an Apprenticeship Symposium for students who are interested in participating in the full Apprenticeship Preparation Program, but are not sure what it entails. While students may be familiar with apprentice trades, they may not realize the academic, time and personal commitment required for successful completion. CSN is committed to student success and understands the unique challenges they face.

The Apprenticeship Symposium is one-day (8-hour) general overview of the full Apprenticeship Preparation Training. Students participate in an interactive environment exposing them to all 11 components of the full training program. They are encouraged to ask questions and consider what if anything is required to enroll in the full program.

Phase Two

4. **Math 050** is a 3 credit college math course that covers basic fractions and decimals through general algebra and beginning trigonometry. This course satisfies the required one credit of algebra for the electrical trades. This course is competency based and scheduled for two sessions a week for 10-12 weeks based on student need. In addition to the instructor, an academic success coach attends each session.
5. **AHA CPR/AED/First Aid** is a 7-hour course providing basic first aid, cardiopulmonary resuscitation, and automated external defibrillator skills.

Phase Three

6. **OSHA 10** is two 5-hour sessions providing training for entry level workers and employers on the recognition, avoidance, abatement, and prevention of safety and health hazards in workplaces in construction industry. The program also provides information regarding workers' rights, employer responsibilities, and how to file a complaint. Through this training, OSHA helps to ensure that workers are more knowledgeable about workplace hazards and their rights. OSHA 10 is a requirement for the trades.
7. **Work shirts, boots, socks, and lunchbox**-Students will be equipped with one pair of work boots appropriate for trade visits, socks, one work shirt, and one lunch box.

8. **Visits to the trades**-Visits could include, but not limited to: Electrical Program, Sheet Metal Program, Teamster Program, Operating Engineers Program, Iron Workers Program, Piping Trades Program, Laborers Program, and Carpenters Program. Students are accompanied to each site by the site visit coordinator.
9. **Bus passes and gas cards**-Bus passes and gas cards are distributed based on documented need.

Phase Four

10. **Resume Building and Interview Skills Seminar** is one day of two 4-hour sessions to assist students with every aspect of resume writing preparing for job interviews. Utilizing the CSN online resume builder students learn how to electronically build their resume and understand when to use paper. This session also addresses career/job objectives, functional vs chronological resumes, soft skills, job specific skills and transferrable skills. Throughout this session students learn the vital role resumes play in accessing jobs.

The Interview Skills session prepares students with strategies, pre-interview activities and how to present themselves during technology-based and face-to-face interviews. Students also learn about employee rights, closing and salary negotiation strategies.

11. **Employability Training** is ten seminars over the duration of the program providing vital skills needed to get most jobs and increase retention once employed. General topics include, but are not limited to the following: Communication (verbal and written), Teamwork, Problem-Solving, Creativity and Innovation, Professionalism, Cultural Competency, Planning, Legal and Ethical Practices, Technology and Personal Financial Literacy as it pertains to the workplace. One session is dedicated to emerging employability skills that specifically address the new workforce paradigm in rapidly changing workforce environments. This course provides students the opportunity to develop their unique contributions to the workplace and provide superior service in their respective positions.
12. **Mock Interviews** Industry professionals conduct actual interviews that provide students with real-life experiences for the jobs they've been exposed to in the Apprenticeship Program. Students apply skills they learned in the Resume Building and Interview Skills Seminar and are provided essential feedback for practical application when they enter the workforce.
13. **Final WorkKeys Assessment**-Students who need to raise any scores on the assessment to earn a National Career Readiness Certificate will be able to re-assess in this phase.

Program Fees Summary

- The tuition per participant for Phase One- \$180.00
- The tuition per participant for Phase Two- \$648.50, which includes all required books and supplies.
- The tuition per participant for Phase Three- \$475.00, which includes all required supplies.
- The tuition per participant for Phase Four- \$375.00 which includes all required supplies.

*Note that the program as a whole is divided into four phases. Students have the ability to attend one, two, three, or all four phases. The cost for a student to attend all four phases is \$1678.50.

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5 Fiscal Management

- # A Return on Investment Dollars
- # B Staff Operation Budget in Line with Federal, State and
Local Area Requirements and Expectations
- # C Significantly Reduced Agency's Auditing Findings and
Deficiencies

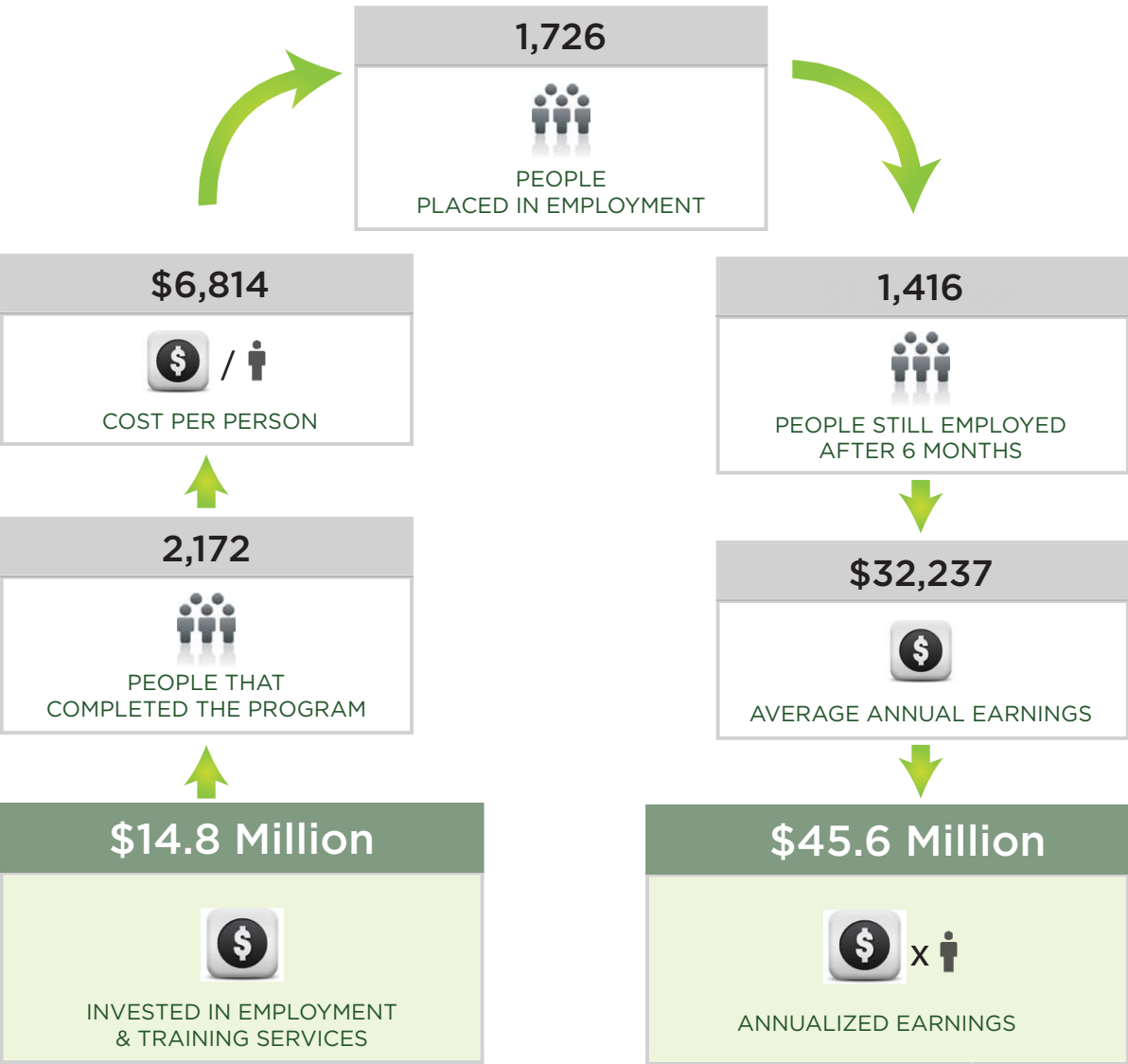
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5 Fiscal Management

A Return on Investment Dollars

HELPING ADULT & DISLOCATED WORKERS



Data from the PY13 9090 certified by the State.

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**Executive Director's
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5 Fiscal Management

**# B Staff Operation Budget in Line with Federal, State and
Local Area Requirements and Expectations**

Workforce Connections

PY2011 through PY2015 Budget Comparison

Revenue by Funding Stream	Approved Budget PY2011	Approved Budget PY2012	Approved Budget PY2013	Approved Budget PY2014	Approved Budget PY2015
Adult	5,660,975	9,740,615	10,665,753	9,663,005	7,375,010
Dislocated Worker	6,637,823	3,424,026	4,140,823	3,806,078	4,448,425
Dislocated Worker - Addl. DETR Allocation		2,707,512	1,870,101		
Youth	5,760,743	6,337,899	6,564,523	5,927,060	5,973,728
Adult Carry Forward	2,433,862	3,576,575	4,568,885	4,135,939	4,300,000
Dislocated Worker Carry Forward	443,620	1,316,464	231,085	1,772,125	1,000,000
Youth Carry Forward	2,905,927	4,252,714	3,695,991	3,989,850	3,000,000
Other Revenues	1,250	25	25	60,025	60,025
Governor's Reserve	75,000				
Total Revenue by Funding Stream	\$ 23,919,200	\$ 31,355,830	\$ 31,737,186	\$ 29,354,082	\$ 26,157,188

Community Resource Operations	Approved Budget PY2011	Approved Budget PY2012	Approved Budget PY2013	Approved Budget PY2014	Approved Budget PY2015
Adult Services	5,990,179	11,169,066	11,961,107	10,215,417	8,786,257
Dislocated Worker Services	5,240,268	6,157,586	4,898,147	4,344,729	4,116,318
Youth Services	6,413,336	8,472,491	8,231,996	7,687,247	6,730,296
Subtotal Community Resource Allocations	\$ 17,643,783	\$ 25,799,143	\$ 25,091,250	\$ 22,247,393	\$ 19,632,871
	73.8%	82.3%	79.1%	75.8%	75.1%

Workforce Connections Board Operations	Approved Budget PY2011	Approved Budget PY2012	Approved Budget PY2013	Approved Budget PY2014	Approved Budget PY2015
Subtotal Operating Expenditures	6,275,417	5,556,687	6,645,936	7,106,689	6,524,317
	26.2%	17.7%	20.9%	24.2%	24.9%

Total Expenditures	\$ 23,919,200	\$ 31,355,830	\$ 31,737,186	\$ 29,354,082	\$ 26,157,188
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Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
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Workforce Connections

Funding Source / Program	April 1, 2012		July 1, 2012		July 1, 2013		July 1, 2014		July 1, 2015	
	FTE	Salaries	FTE	Salaries	FTE	Salaries	FTE	Salaries	FTE	Salaries
WIA Funded Positions - Operations	41.03	3,229,806	27.88	2,259,247	33.18	2,692,533	33.18	2,692,533	33.18	2,692,533
WIA Funded Positions - Internal Programs	17.00	833,118	-	-	-	-	-	-	-	-
WIA Funded Positions - One-Stop Center	-	-	-	-	2.00	88,526	3.95	267,361	3.90	267,361
WIA Funded Positions - One-Stop System	-	-	-	-	4.00	263,358	10.08	655,204	10.13	655,204
Total WIA Funded	58.03	4,062,924	27.88	2,259,247	39.18	3,044,417	47.21	3,615,098	47.21	3,615,098
Direct Grants										
YouthBuild / Americorps	7.00	308,547	3.50	197,624	4.20	223,896	4.20	237,723	4.20	237,723
SESP	5.00	361,682	4.00	248,107	-	-	-	-	-	-
Layoff Aversion	2.00	152,907	2.00	156,507	-	-	-	-	-	-
Total Direct Grant Funded	14.00	823,136	9.50	602,238	4.20	223,896	4.20	237,723	4.20	237,723
Workforce Connections Total	72.03	4,886,060	37.38	2,861,485	43.38	3,268,313	51.41	3,852,821	51.41	3,852,821
Accumulated Impact										
WIA Operations Decrease			(30.15)	(1,803,677)	(18.85)	(1,018,507)	(10.82)	(447,826)	(10.82)	(447,826)
Direct Grant Decrease			(4.50)	(220,898)	(9.80)	(599,240)	(9.80)	(585,413)	(9.80)	(585,413)
Total Workforce Connections Decrease			(34.65)	(2,024,575)	(28.65)	(1,617,747)	(20.62)	(1,033,239)	(20.62)	(1,033,239)
Percentage Decrease			-48.1%	-41.4%	-39.8%	-33.1%	-28.6%	-21.1%	-28.6%	-21.1%

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5 Fiscal Management

C Significantly Reduced Agency's Auditing Findings and
Deficiencies

WORKFORCE CONNECTIONS

Audit Findings for PY2013
(Year Ended June 30, 2014)

Monthly Status Report
July 2015

Finding	Type	Description	Target Date	Audit							
				PY2013	PY2012	PY2011	PY2010	PY2009	PY2008	PY2007	
				ended	ended	ended	ended	ended	ended	ended	
				6/30/2014	6/30/2013	6/30/2012	6/30/2011	6/30/2010	6/30/2009	6/30/2008	
				1/21/2015	(1/30/2014)	(1/31/2013)	(2/24/2012)	(4/29/2011)	(06/08/2010)	(09/22/2009)	
14-1	Federal Grants	Governmental subrecipients of States will use the same State policies and procedures used for procurements from non-Federal funds.	July 2015	X							
	Status: State policies and procedures to procure goods and services will be followed and properly documented.										
	Action: July 2015 - Additional data and information provided by WC is under review by DETR/DOL and a decision is pending. WC believes our method of sole source procurement was allowable under 20 CFR 663.430(a)(3) and (b) and in accordance with the compliance requirements of DETR-WISS. Further, management intends to exercise formal appeals to the Department of Labor (DOL) in the event of unfavorable decision in this matter.										
14-2	Federal Grants	Property records shall be complete, accurate and equipment will be properly accounted for.	January 2015	X	X	X					
	Status: Policies and procedures will be followed to properly track equipment.										
	Action: July 2015 - The tracking process to document equipment locations was improved to ensure that Finance staff is notified in a timely manner of all equipment moves between the WC Offices, One-Stop Career Center, and service provider locations.										
Findings below did not recur in the latest audits.											
13-1	Financial Reporting	Long-Term building lease cash incentives and uneven rents were not properly recorded in the financial system at year end			X						
	This condition was a result of the lease related to the move to the new location. Any future lease transactions will be fully vetted with appropriate accounting personnel for proper treatment.										
13-2	Financial Reporting	Subrecipient cash advances were improperly recorded at year end			X						
	Staff continue to review all subrecipient cash advances outstanding at year end for proper classification in the financial statements in preparation for the audit.										
13-4	Federal Grants	Time was reallocated from one federal award to another without sufficient documentation and support.			X						
	Staff continue to accurately document/support any reallocations of previously approved time allocations.										

WORKFORCE CONNECTIONS

Audit Findings for PY2013
(Year Ended June 30, 2014)

Monthly Status Report
July 2015

Finding	Type	Description	Target Date	Audit						
				PY2013	PY2012	PY2011	PY2010	PY2009	PY2008	PY2007
				ended	ended	ended	ended	ended	ended	ended
				6/30/2014	6/30/2013	6/30/2012	6/30/2011	6/30/2010	6/30/2009	6/30/2008
				1/21/2015	1/30/2014	1/31/2013	(2/24/2012)	(4/29/2011)	(06/08/2010)	(09/22/2009)
Findings below did not recur in the latest audits.										
13-5	Federal Grants	Low income exceptions for youth participants were not properly classified in the automated system causing inaccurate reporting.			X					
		The Executive Director continues to be the point person on approvals of low income exceptions for youth eligibility. Program and IT staff then properly document the low income exception in the automated system.								
12-1	Federal Grants	Funding federal grants in advance - excessive time elapsed between receipt of funds and disbursement of funds				X	X	X	X	
		Efforts to pay subrecipients within two days of receiving funds from the State continues. When funds are drawn for a provider, and not paid to them, the funds will be swapped on the subsequent draw to avoid using those funds for other expenses.								
12-2	Federal Grants	Requests for funds need to be complete, accurate, and agree to supporting documentation.				X	X	X		
		Staff continues to review all provider invoices to ensure accuracy and completeness.								
12-3	Federal Grants	Documentation supporting program participant eligibility shall be complete, accurate, and retained				X	X			
		Policies and procedures have been developed and annual monitoring by program staff will ensure complete and accurate records.								
11-1	Financial Reporting	Lack of Policies and Procedures and GAAP adherence - improved from last year but still lacks effective policy and procedures					X	X	X	X
		The Finance staff will continue to operate within established policies and modify those that need to be updated. Adherence to GAAP will always be the goal.								
11-2	Financial Reporting	Lack or insufficient skills and knowledge to perform governmental accounting utilizing GAAP - improved from last year but still needs improvement					X	X	X	
		The Finance Manager and Financial Consultant are providing the expertise necessary to provide the skills and knowledge that have been needed. Staff will keep up skills by attending all applicable training.								

WORKFORCE CONNECTIONS

Audit Findings for PY2013
(Year Ended June 30, 2014)

Monthly Status Report
July 2015

Finding	Type	Description	Target Date	Audit						
				PY2013	PY2012	PY2011	PY2010	PY2009	PY2008	PY2007
				ended	ended	ended	ended	ended	ended	ended
				6/30/2014	6/30/2013	6/30/2012	6/30/2011	6/30/2010	6/30/2009	6/30/2008
				1/21/2015	1/30/2014	1/31/2013	2/24/2012	4/29/2011	06/08/2010	09/22/2009
Findings below did not recur in the latest audits.										
11-3	Federal Grants	SEFA schedules did not agree with supporting records or documentation						X	X	X
		Status: The FE system continues to be reconciled to the supporting draw and invoice records.								
11-6	Federal Grants	ARRA - timely reporting of quarterly reports					X			
		All of the ARRA funds have been expended and there are no more reports due.								
11-8	Federal Grants	Sub-recipients awards did not contain the required information					X	X		X
		Contract templates are revised annually to ensure that all of the required information is entered into the contracts.								
11-9	Federal Grants	Financial reporting of Form ETA 9130 - timely submissions					X			
		A spreadsheet was developed for monitoring all report due dates and two fiscal staff are required to monitor the spreadsheet to ensure every report is submitted in advance of its deadline.								
11-10	Federal Grants	Monitoring of sub-recipients - Annual Monitoring and Tracking of Findings					X	X		
		Department of Labor requires annual financial reviews of subrecipients. Our policy was updated. A monitoring spreadsheet has been developed to track all findings. WC staff continue the annual fiscal monitoring of all service provider contracts.								