

**8. DISCUSSION and POSSIBLE ACTION:** Accept staff's recommendation to enter into sole-source contract with the service providers listed below to deliver WIOA services in Mesquite, Nevada

The following service providers were considered for this award:

- a. Lincoln County Grants Administration
- b. ResCare Workforce Services

Or, accept staff's recommendation to enter into a contract with the Salvation Army to deliver WIOA services in Mesquite, Nevada.

**Staff's Recommendation:** The Salvation Army

Upon approval the selected service provider will deliver WIOA services to adults and dislocated workers in an amount not to exceed \$180,000 and WIOA youth services in an amount not to exceed \$180,000. The total award amount shall not exceed \$360,000 for the first twelve (12) months. Upon approval by the WC Board and ratification by the Local Elected Officials, the contract period shall be October 1, 2016 through June 30, 2018.

# REQUEST FOR PROPOSAL

**Mesquite Adult/Youth One-Stop Affiliate Site**

## **Workforce Innovation and Opportunity Act**

**Published April 22, 2016**

**Adult CFDA#: 17.258**

**Dislocated Worker CFDA#: 17.278**

**Youth CFDA#: 17.259**

**Submission Deadline**

**May 12, 2016 @ 2:00 PM**

***Late submissions will not be accepted.***

**Workforce Connections is an Equal Opportunity Employer/Program.**

**Auxiliary aids and services are available upon request for individuals with disabilities. Nevada  
Relay 711 or (800) 326-6868**

**Workforce Connections' hours of operation are Monday - Friday, 8:00 AM to 5:00 PM.**

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Request for Proposal Timeline  
 (\*All dates are subject to change)  
 (All times noted in this RFP are Pacific Time)

<b>Request for Proposal (RFP) Release</b>	<b>April 22, 2016</b>
<b>Mandatory Bidders' Conference</b> Workforce Connections 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146	<b>April 28, 2016 @ 2:00 PM</b>
<b>Statement of Qualifications (SOQ) Due</b>	<b>May 4, 2016 by 2:00 PM</b>
<b>Notification(s) of SOQ Approval</b>	<b>No later than May 6, 2016</b>
<b>Last day to submit RFP Questions</b>	<b>May 6, 2016 by 5:00 PM</b>
<b>Proposals Due</b>	<b>May 12, 2016 by 2:00 PM</b>
<b>Public Proposal Opening</b>	<b>May 12, 2016 @ 2:30 PM</b>
<b>Evaluation of Proposals and Panel Interviews</b>	<b>May 13, 2016 through May 27, 2016</b>
<b>Recommendation(s) Presented for Approval</b>	<b>June 15, 2016 – Programs June 28, 2016 – Board</b>
<b>Negotiations</b>	<b>June 28-30, 2016</b>
<b>Program Commences</b>	<b>July 1, 2016</b>

## SECTION 1 RFP INTRODUCTION

### 1.1 Solicitation

The purpose of this solicitation is to select a sub-awardee who will deliver career and training services to eligible adults, dislocated workers and youth under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The goal is to receive a wide variety of high quality innovative proposals that “connect employers to a ready workforce” and meet the needs of the Southern Nevada Workforce Development Area. Respondents are invited to submit a proposal for the following:

<b>Target Population:</b>	Adults, Dislocated Workers and Youth (80% Out-of-School and 20% In-School)
<b>Geographic Area:</b>	Mesquite, Nevada and surrounding areas in the Southern Nevada Workforce Development Area.
<b>Start Date:</b>	July 1, 2016
<b>End Date:</b>	June 30, 2018
<b>Type of Sub-Award:</b>	Cost-Reimbursement Sub-Award
<b>Option to Extend (if applicable):</b>	Two-year initial term with the option to extend up to two additional one-year terms.
<b>Estimated Total Adult and Dislocated Worker Funding Available for this RFP:</b>	An amount not to exceed \$180,000 in incremental funding for the first twelve (12) month period.
<b>Estimated Total Youth Funding Available for this RFP:</b>	An amount not to exceed \$180,000 in incremental funding for the first twelve (12) month period.
<b>Estimated Total Funding Available for this RFP:</b>	An amount not to exceed \$360,000 in incremental funding for the first twelve (12) month period.
<b>Estimated Number of Sub-Awards:</b>	One (1) Sub-Awardee for all Funding Streams

WC is soliciting proposals from qualified organizations to direct federal Department of Labor (DOL) WIOA Title I funds towards career and training services using evidence-based practices. Eligible respondents may include:

- For profit organizations;
- Non-profit organizations;
- Faith-based organizations;
- Community-based organizations;
- Public agencies; and/or
- A collaboration of these organizations.

WC encourages the participation of respondents who are certified as small businesses, minority-owned firms, and women’s business enterprises. WC is committed to Equal Opportunity in its procurement process.

A consortium, joint venture, or collaboration of organizations with complementary skills and experience is permitted to respond to this RFP, however, the proposal must clearly demonstrate that **all contractual responsibility rests solely with one legal entity serving as the fiscal agent.** The fiscal agent must retain documentation, such as meeting minutes and preliminary budgets, regarding the consortium that documents the partnership(s). This documentation will be used to establish a partner relationship for procurement purposes.

Organizations that have not previously been awarded a Workforce Investment Act (WIA) or WIOA sub-award but have managed other federal, state, or local funds to deliver a similar program design, population served, and have participated in a collaborative service delivery approach are encouraged to apply.

This RFP contains the requirements that respondents must meet in order to submit a responsive proposal. A responsive proposal is one that complies with all format and content requirements and amendments of the RFP. This RFP provides information regarding eligibility and the format requirements in which proposals must be submitted.

Successful respondents will serve as sub-awardees of WIOA funds administered by DOL, Nevada Department of Employment Training and Rehabilitation (DETR) and WC.

## 1.2 Mandatory Bidders Conference

Organizations that intend to submit proposals must attend a mandatory bidder’s conference in order for their proposals to be considered. The bidder’s conference will convene at the following date, time and location:

<b>Date:</b>	<b>April 28, 2016</b>
<b>Time:</b>	<b>2:00 PM</b>
<b>Location:</b>	<b>Workforce Connections 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146</b>

The RFP process will be explained during this conference. Questions and answers from the bidder’s conference will be posted on WC’s website, [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

### 1.3 RFP Questions

To ensure a fair and objective evaluation, questions related to the RFP that arise after the mandatory bidder's conference must be submitted via e-mail.

Written questions will be accepted via the email provided below through the following date:

<b>Date:</b>	<b>May 6, 2016</b>
<b>Time:</b>	<b>5:00 PM</b>
<b>Email:</b>	<a href="mailto:MesquiteRFP@snvwc.org">MesquiteRFP@snvwc.org</a>

Questions that are received after the deadline will not be answered. The respondent must include the RFP title in the email subject line (e.g., "*Mesquite RFP*"). Written responses to questions received by WC will be posted on the website only. **It is the respondent's responsibility to check the website on a regular basis for updated information and written responses to all questions submitted.**

**PLEASE NOTE:** With the exception of the Mandatory Bidders Conference, oral questions will **NOT** be accepted.

Only the responses on the website are considered clarifications to the instructions contained in this RFP. In the event that responses modify any of the terms, conditions, or provisions of this RFP, documentation will be given via a subsequent amendment to the RFP.

**No other sources of responses or clarification are considered valid.**

### 1.4 Addenda to this RFP

At the discretion of WC, if it becomes necessary to revise any part of this RFP, an addendum will be posted on WC's website, [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

Respondents are responsible for checking the website frequently to remain informed about the procurement process, receive addenda to the RFP, read responses to questions, and remain updated on other information that may affect this RFP.

Each respondent, upon receiving notification by WC via a published addendum, must insert the information indicated in the RFP package. Failure to acknowledge any addenda will result in disqualification and rejection of the proposal.

## **1.5 Ex-Parte Communication**

It is the policy of WC to prohibit ex-parte communication with any board member (Local Elected Officials, Programs Committee, Budget & Finance Committee, etc.), WC staff, consultants or other persons serving as an evaluator during the procurement process. Respondents that directly contact board members or evaluators risk elimination of their proposals from further consideration.

Any communication by telephone, email, letter, face-to-face conversation, or other off-the-record contact is strictly prohibited. Any discovered ex-parte communication will be provided to WC's Executive Director for review and appropriate action. Respondents who improperly influence the proposal review and evaluation process in any way will be subject to disqualification.

**NOTE:** Under no circumstances may an individual who is an evaluator collaborate and/or communicate with any respondent. Evaluators will be asked to sign the "Conflict of Interest Certification for Request for Proposal" stating they have not communicated or collaborated with any respondent.

## **1.6 Right to Cancel**

WC reserves the right to delay, amend, reissue, or cancel, all or any part of this RFP at any time without prior notice. WC also reserves the right to modify the RFP process and timeline as deemed necessary.

This RFP does not commit WC to accept any proposal, nor is WC responsible for any costs incurred by the respondent in the preparation of responses to this RFP. WC reserves the right to reject any or all proposals, to accept or reject any or all items in the proposal, and to award the sub-award in whole or in part as is deemed to be in the best interest of WC. WC reserves the right to negotiate with any respondent after proposals are reviewed, if such action is deemed to be in the best interest of WC.

## **1.7 Termination due to Non-Availability of Funds**

When funds are not appropriated or otherwise made available by WC to support continuation of this RFP or any sub-award(s) therein, they shall be cancelled as of the effective date set forth in the termination notice. The sub-awardee shall be reimbursed for the reasonable value of any nonrecurring costs incurred but not yet recovered under this sub-award.



## 1.8 Protests

Any respondent who has a protest in connection with this request shall have the right to submit, in writing, their protest to WC. Untimely protests will not be considered. The written protest must be submitted to:

**Ardell Galbreth, Executive Director  
Workforce Connections  
6330 W. Charleston Blvd., Suite 150  
Las Vegas, NV 89146**

The protest must be in a format as outlined in WC's Procurement Grievance policy 5.07. This policy is located at: [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

Failure by the respondent to request clarification of any inadequacy, omission, or conflict will not relieve the respondent of this responsibility. The signing of **Form 4 – Proposal Affirmation, Certification, and Conflict of Interest** will be considered as implicitly denoting that the respondent has a thorough comprehension of the full intent and scope of this RFP.

## 1.9 Statement of Qualifications (SOQ)

WC will require a Statement of Qualifications (SOQ) to establish an organization's qualifications to bid for WIOA funds. The SOQ determines an organization's legal, administrative, and fiscal capacity to meet local, state, and federal government requirements. The SOQ allows the organization to be eligible to respond to this RFP and to be awarded a sub-award with WC. Organizations that have had an SOQ approved prior to January 1, 2016 must re-submit an updated SOQ in order to be eligible to compete. All respondents will be notified in writing regarding approval to the email address that submitted the SOQ. **One (1) electronic SOQ file in PDF format for each respondent must be submitted via email and is due no later than:**

<b>Due Date:</b>	<b>May 4, 2016</b>
<b>Time:</b>	<b>2:00 PM</b>
<b>Location:</b>	<b><a href="mailto:SOQ@snywc.org">SOQ@snywc.org</a></b>
<b>Notification Date:</b>	<b>No later than May 6, 2016</b>

If multiple SOQs are submitted from the same entity, only the last SOQ submission received prior to the deadline will be reviewed.

Detailed information and the necessary forms will be available for download from WC’s website at [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org). Please email any questions regarding the SOQ template to: [SOQ@snvwc.org](mailto:SOQ@snvwc.org).

### 1.10 Submittal of Proposals

All proposals shall be time-stamped by WC upon receipt. Please provide **one (1) electronic PDF copy submitted on a USB flash drive with the name of the organization clearly labeled on the USB flash drive.** Each respondent’s USB flash drive will be inspected at the technical review to ensure a PDF file is found on the device submitted. **Proposals will not be accepted via facsimile or email.**

Each respondent is required to submit their proposal in a format that is easy to read and understand. The respondent must avoid repetitious material. Each proposal should clearly demonstrate the respondent’s ability to effectively manage and operate a program under WIOA and provide the services requested. **All proposals must delivered on or before:**

<b>Date:</b>	<b>May 12, 2016</b>
<b>Time:</b>	<b>2:00 PM</b>
<b>Location:</b>	<b>Workforce Connections 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146</b>

All USB flash drives must be submitted in a **sealed** envelope and plainly marked, “**Request for Proposal**”, with the RFP title and the name and address of the respondent clearly marked on the outside in the upper left hand corner of the sealed envelope.

If a respondent sends their proposal via U.S. Postal Service, UPS, or any other type of delivery service, the respondent is responsible for requesting proof of delivery date and time from their chosen carrier.

Respondents who wish to amend a proposal previously submitted must re-submit the entire proposal prior to the deadline noted in this RFP. In the event that multiple proposals are submitted by the same entity, only the last RFP submission received prior to the deadline will be reviewed.

**Proposals received after the denoted closing date and time will not be considered.**

## **1.11 Proposal Preparation Costs**

The entire cost for the preparation of a proposal, and any related costs shall be borne by the respondent.

## **1.12 Assurances**

Each application for financial assistance under Title I of WIOA, as defined in Title 29 of the Code of Federal Regulations Part 38, must include the following assurances:

As a condition to the award of financial assistance from DOL under Title I of WIOA, the grant respondent assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1. Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity;
2. Title VI of the Civil Rights act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
3. Section 504 of the rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
4. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
5. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
6. The grant respondent also assures that, as a recipient of WIOA Title I financial assistance, it will comply with 29 CFR part 38 and all other regulations implementing the laws listed above. This assurance applies to the grant respondent's operation of the WIOA Title I financially assisted program or activity, and to all agreements the grant respondent makes to carry out the WIOA Title I financially assisted program or activity. The grant respondent understands that the United States has the right to seek judicial enforcement of this assurance.

The assurance is considered incorporated by operation of law in the grant, cooperative agreement, contract or other arrangement whereby Federal financial assistance under Title I of WIOA is made available, 29 CFR Subpart B §38.25 (a)(2).

## SECTION 2 PROPOSAL REVIEW AND EVALUATION PROCESS

### 2.1 Public Proposal Opening

All proposals submitted will remain sealed until the public proposal opening which will be held on:

<b>Date:</b>	<b>May 12, 2016</b>
<b>Time:</b>	<b>2:30 PM</b>
<b>Location:</b>	<b>Workforce Connections 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146</b>

### 2.2 Technical Review

All proposals submitted will first undergo a technical review using **Attachment A – Technical Review Requirements**. Organizations that submit proposals that do not pass the technical review will be notified no later than:

**Notification Date: May 20, 2016**

### 2.3 Selection Process

The proposal review and evaluation process will be conducted utilizing a fair and objective process that adheres to WC’s Procurement Policy and all other applicable state and federal regulations.

**All proposals that pass the technical review will be evaluated by impartial evaluators and scored using a scoring rubric. Proposals receiving an overall rating of at least 75% of the total available points will be considered as qualified to receive an award. Proposals determined to be most advantageous to the Local Area per the discretion of WC’s Executive Director as well as overall costs and other factors may be considered in this assessment. Priority may be given to those proposals that offer the most promising approaches to meeting the needs of the target population identified in this RFP.**

WC may select a proposal based on the initial information received; however, WC reserves the right to request additional data, conduct panel interviews, and conduct site visits. WC staff will schedule the time and location for panel interviews and site visits, if applicable. The objectives of the panel interviews and site visits are to address areas of proposals that may need additional clarification and/or to ensure that the respondent has the requisite ability, capacity, etc.

**NOTE: Handouts, promotional materials, videos, overheads, etc., are not permitted at panel interviews.**

Respondents will also be evaluated on their demonstrated ability to provide services for the targeted population as indicated in this RFP as well as:

- The successful submission, review and approval of a Statement of Qualifications (SOQ);
- The ability to meet the minimum eligibility requirements associated with the technical review process. Ineligible proposers will be informed in writing;
- Their participation in a panel interview if deemed applicable by WC. The results of the panel interview will be considered when determining final funding recommendations; and
- Their participation in pre-award interviews, site inspections, and/or telephone conferences if deemed appropriate by WC.

**If the results of any review indicate, in the opinion of WC, that the proposed sub-awardee may not be able to fulfill sub-award expectations, WC reserves the right not to enter into a sub-award agreement with the organization, regardless of the ranking and/or approval of the respondent's proposal.**

**Note:** Any bids may be rejected if it is determined to be in the best interest of the Local Area.

## 2.4 Award Process

Each respondent submitting a proposal will be notified in writing of WC's decision concerning their proposal. Formal notification to award sub-awards and the actual execution of a sub-award are subject to the following conditions:

- Approval by the Programs Committee, WC Board and ratification by the Local Elected Officials (LEOs);
- Receipt of WIOA funds from federal and state administering agencies; and
- Continued availability of WIOA funds.

WC will require the sub-awardee to participate in negotiations and modify their proposals based on the outcome of those negotiations. WC may decide not to fund part, or all, of a proposal even though it is found to be in the competitive range if in the opinion of WC the services proposed are

not needed, the goals of the proposal do not align with goals of WC, or the costs are higher than WC finds reasonable in relation to the overall funds available.

WC reserves the right to modify or alter the requirements and standards as set forth in this RFP based on program requirements mandated by state or federal agencies. In such instances, WC will not be held liable for provisions in the RFP package that become invalid.

Additional funds received by WC may be used to expand existing sub-awards or to fund competitively rated proposals not initially funded under this RFP. These decisions shall be at the discretion of WC.

Respondents are encouraged to utilize evidence-based, promising practices, best practices and/or research in developing the program designs. The activities and services described in the proposals can be provided through a lead agency or through partnerships.

## **SECTION 3 OVERVIEW**

### **3.1 Workforce Innovation and Opportunity Act**

On July 22, 2014 President Barack Obama signed into law the Workforce Innovation and Opportunity Act (WIOA). WIOA is designed to improve and streamline access to federally funded employment, education, training, and support services. Congress passed the WIOA by a wide bipartisan majority and it is the first legislative reform in 15 years of the public workforce system.

Every year the key programs forming the pillars of WIOA help tens of millions of job seekers and workers to connect to good jobs and acquire the skills and credentials needed to obtain them. The enactment of WIOA provides opportunity for reforms to ensure the One-Stop Delivery System (also known as the American Job Center System) is job-driven, responding to the needs of employers and preparing workers for jobs that are available now and in the future.

WIOA supersedes WIA and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. In general, WIOA takes effect on July 1, 2015, the first full program year after enactment, unless otherwise noted. DOL will issue further guidance on the timeframes for implementation of these changes and proposed regulations reflecting the changes in WIOA soon after enactment.

The terms and conditions of this RFP may change based on WIOA legislation. Sub-awardees will be expected to remain informed on WIOA regulations and requirements.

For more information on WIOA and specific information on the seven WIOA job-driven elements found in Training and Employment Guidance Letter (TEGL) 3-14, please visit <http://www.doleta.gov/wioa/>.

### **3.2 Roles and Responsibilities of WC**

Roles and responsibilities of WC include:

- Oversee and evaluate the management and operations of all programs funded by WC;
- Allocate and award funds;
- Monitor sub-awardee performance, quality of service, cost effectiveness, and report on performance to the Board;
- Develop and provide technical assistance to sub-awardee staff including providing standardized forms;
- Inform sub-awardees of federal and state policies, procedures, and rules that may impact the operations of the program(s), and give assistance as needed to implement them accordingly;
- Maintain local Management Information System (MIS);
- Ensure compliance with all rules, regulations, and procedures issued by all funding sources; and
- Process payments for selected training expenditures including all occupational skills training, on-the-job training, incumbent worker training and customized training payments.

### **3.3 One-Stop Affiliate Site Responsibilities**

In ensuing years the sub-awardee may be required to operate as a One-Stop Affiliate Site. Roles and responsibilities of the sub-awardee may include but are not limited to:

- Providing all required WIOA services to participants including meeting minimum enrollment benchmarks for at-risk populations (e.g., participants with disabilities, ex-offenders, veterans, foster youth, etc.);
- Utilizing of standardized forms provided by WC (e.g., initial assessment, objective assessment, individual employment plan, individual service strategy, individual training account (ITA), on-the-job training (OJT) contract, worksite agreement, budget, invoice, etc.);
- Being branded as a One-Stop Affiliate Site;
- Conducting all services at the One-Stop Affiliate Site as described in the proposal. Any requests to provide services outside of the One-Stop Affiliate Site location must be approved by WC;
- Accommodating WIOA mandated partners at the One-Stop Affiliate Site(s) with a cost sharing agreement, as needed and upon request by WC;
- Ensuring proper certifications for staff that may be required for any assessment tools;
- Coordinating services with mandatory partners in collaboration with the One-Stop Operator;

- Documenting participant services and activities in WC’s Management Information System (MIS); and
- Managing fiscal responsibilities.

**3.4 Responsibility Revisions**

The roles and responsibilities of WC and the One-Stop Affiliate Sites may be refined and changed as:

- Federal and State law or requirements are enacted and implemented covering the workforce development system;
- Regulations and procedures are developed or changed by DOL;
- WC’s governing boards adopt local direction and procedures; and
- WC develops and coordinates mandatory strategic initiatives for the local workforce development area (e.g., Business Engagement activities, Mobile One-Stop, Workforce Development Academy, etc.).

**SECTION 4 REQUIRED PROPOSAL CONTENT**

The proposal shall clearly demonstrate the respondent's ability to provide the requested services. A responsive proposal is one that complies with the format and content requirements of the RFP. The RFP provides information regarding the format in which proposals must be submitted, the requirements that must be met to be eligible for consideration, the respondents’ responsibilities, and the documents to be included.

In order to simplify the review process and obtain the maximum degree of comparison the proposal **must** be organized as follows:

<b>Title Page</b>	<b>Form 1 – RFP Title Page</b>
<b>Table of Contents</b>	<b>Form 2 – Table of Contents</b>
<b>Executive Summary</b>	One (1) page summary that must include an organizational overview related to workforce development and qualifications.
<b>Proposal Narrative</b>	Demonstrated Ability, Program Narrative, and Fiscal Narrative. <b><u>The total cannot exceed twenty-five (25) pages (excluding the executive summary, required attachments, and budget forms). Tables and graphs are not allowed in this section.</u></b> Label each section and applicable subsection with the section number and title.
<b>Budget Forms</b>	<b>Form 3a – Adult Budget Template</b> <b>Form 3b – Youth Budget Template</b>



<b>Memorandums of Understanding (MOU)</b>	Include MOUs detailing partner roles, responsibilities, and resources provided. (This does not count toward the 25 page narrative limit.)
<b>Resumes/Job Descriptions for Program Staff</b>	Include resumes or job descriptions of all staff, funded in whole or in-part, for this project. (This does not count toward the 25 page narrative limit.)
<b>Signature Sheet</b>	<b>Form 4 – Proposal Affirmation, Certification, and Conflict of Interest</b>

**Proposal Format Requirements:**

<b>Font</b>	12 Point – Times New Roman
<b>Pages</b>	Single-Sided
<b>Margins</b>	One (1) Inch – This applies to <u>ALL</u> margins.
<b>Spacing</b>	Double-Spaced
<b>Footer</b>	The name of the organization submitting the proposal and the page number on each page.

**SECTION 5 PROGRAM DESCRIPTION**

**5.1 Statement of Need**

WC is soliciting proposals to fund a Youth, Adult and Dislocated Worker One-Stop Affiliate Site in Mesquite, Nevada. The local One-Stop Affiliate Site will allow greater accessibility for residents to be provided WIOA employment and training services and increase the geographic footprint of the Southern Nevada Local Workforce Development Board (Workforce Connections).

In July 2015, Foote Consulting Group, LLC (FCG) undertook a labor analysis for the Mesquite area. The primary objective of the analysis was aiming to understand the regional workforce issues therein. Amongst key labor force issues discovered, the availability of skilled workers and the training of the local workforce, were of utmost importance. As noted in the study, new and expanding businesses generally consider potential areas with an above average to good quality workforce. The overall rating for the Mesquite labor market was labeled “Good” (7.46 on a 0-10 scale) when considering such factors as, turnover, absenteeism, attitudes, trainability, basic skills, communication, alcohol/drugs, and productivity. With the exception of basic skills, which rated “average” (5.5), all other factors were rated “Good” or Very Good”.

Accordingly, Foote Consulting Group, LLC (FCG) proposed the following recommendations to address Mesquite workforce education and skills/training needs:

- Developing a workforce, education, business roundtable;
- Joining and attending meetings of the local Society of Human Resource Management (SHRM) Chapter in Las Vegas;
- Having all local workforce agencies and educational programs jointly utilizing a uniform assessment tool (e.g., Work Keys);
- Developing solutions for finding skilled workers;
- Encouraging the training of unskilled warehouse workers;
- Helping local employers and prospects to attract skilled workers;
- Getting training/retraining program information to the local area workers looking to change jobs or re-enter the workforce; and
- Conducting future analysis into the skill needs of local target industries and planning for this training.

In order to address Mesquite's noted labor force needs related to the availability of skilled workers and the training of the local workforce, the proposer should take the study's findings and corresponding recommendations into consideration.

## **5.2 Targeted Geographic Area**

This project must provide WIOA services to eligible adults, dislocated workers and youth participants residing in Mesquite, Nevada, and surrounding areas in the Southern Nevada Workforce Development Area.

## **5.3 WIOA Programmatic Elements**

The following details WIOA or local process requirements related to direct service delivery and operational oversight of WC funded programs. WC provides technical assistance and training on these elements to sub-awardees and their staff prior to sub-award execution and on an on-going basis.

**Required Programmatic Elements:** Refer to the policies on WC's website ([www.nvworkforceconnections.org](http://www.nvworkforceconnections.org)) regarding WIOA required programmatic elements.

**Outreach and Communications:** The sub-awardee must work to inform the greater community of services, resources and programs funded by WC. Activities will include:

- **Community Outreach:** The sub-awardee shall establish and maintain key community relationships to ensure that their funded programs are known by the general public. These relationships include, but are not limited to, media representatives, elected officials, training providers, professional associations and community organizations.
- **Specific Population Outreach:** The sub-awardee will be required to do outreach to the following special populations to ensure workforce development services are provided to individuals facing significant barriers to employment and training:
  - Veterans
  - Individuals with Disabilities – Youth & Adults
  - Re-Entry Populations – Youth & Adults
  - Foster Youth
- **Online Presence:** The sub-awardee shall be visible and proactive with an online presence through an updated website and appropriate social media. The tagline “Funded by Workforce Connections” should appear on any and all communications for any WC funded programs.
- **Special Events:** The sub-awardee shall view special events as a viable strategy for increasing the recognition of the services, programs and resources funded by WC, especially with regional employers. Special events may include, but are not limited to, graduation ceremonies for training participants, open houses, press conferences, media tours, career panels and job fairs.
- **Priority of Service to Veterans and Eligible Spouses:** WIOA programs are required to implement Veterans’ Priority of Service because they are the delivery point for a significant percentage of qualified job and training programs and services. Projects must be conducted in accordance with the Veterans’ Priority Provisions of the “Jobs for Veterans’ Act,” Public Law 107-288. The Training and Employment Guidance Letter 10-09, November 10, 2009, provides general guidance regarding the implementation of the Veterans’ priority and how this priority will affect current business practices. Respondents must be familiar with Veterans Benefits Title 38, US Code (U.S.C.), Section 101 (2).

WC provides technical assistance and training on the following elements to the sub-awardees and their staff prior to the sub-award execution and on an on-going basis:

**Youth Program Elements:** The program must provide services to youth in accordance with the fourteen (14) WIOA youth program elements noted in **Attachment B – WIOA Youth Program Elements**.

**Timely & Accurate Data Entry:** The sub-awardee will be required to utilize the Management Information System (MIS) selected by WC. This includes the entry of individual participant data such as eligibility, demographics, enrollment, activities, case notes and outcomes. **Sub-awardees**

**will be required to enter all participant data within eight (8) business days from the date of the service into WC's MIS.** WC will provide training on this system upon approval of funding and will conduct ongoing monitoring to evaluate the sub-awardee's use of the MIS.

**Education/Experience Requirement:** At a minimum, all staff funded by this project including program managers, career coaches, job developers, etc., must have at least an associate's degree in social work, psychology, education or a related field. Equivalent work experience and/or an industry recognized credential may be substituted for education. Any staff that lacks the necessary education/experience must have a plan on how they are working towards the required education/experience/credential.

**Professional Development Requirements:** WC is requiring that all One-Stop Affiliate Sites implement a WIOA Professional Development Training Plan for all direct staff. All direct staff must complete a minimum of thirty (30) hours each program year of facilitated learning opportunities including formal coursework, continuing education credit (CEUs), conferences, modules, workshops, webinars, and online learning classes.

All training and learning opportunities must align with the staff's current position, with an aim to increase effectiveness and improve results in WIOA programming. WC may also mandate professional development opportunities throughout the program year that may be counted towards the required number of hours.

#### **5.4 Required Performance Measures**

The respondent must demonstrate in their project narrative how their programs will be able to help all enrolled clients meet the following long-term mandatory DOL performance accountability standards known as Common Measures. See **Attachment C – Department of Labor (DOL) Performance Measures** for detailed information on the required outcomes set forth for WIOA.

All required performance measures are subject to change at any time and WC may implement additional measures due to regulations or local need.

#### **5.5 System Partnerships & Programs**

WIOA lists several types of populations that are to be targeted for employment and training services. Accordingly, partnerships are an effective strategy for serving these required populations. These include, but are not limited to, the following populations facing barriers to employment: public assistance recipients; displaced homemakers; low-income individuals; individuals with disabilities, including youth; ex-offenders; homeless; long-term unemployed; older individuals; individuals who are English language learners; individuals who have low levels of literacy; foster

youth; parenting or pregnant youth; and/or other populations facing barriers to employment and/or education.

Specifically, sub-awardees will be required to do specific outreach to special populations facing significant barriers to employment and training. These include veterans, youth & adult re-entry populations, youth and adults with disabilities, and foster youth.

It is not expected that any single organization can provide effective and efficient services to all aforementioned populations. As such, system partnerships will be required for purposes of outreach, recruitment, leveraging resources, continuity of services, etc.

As a WIOA Title I adult, dislocated worker and youth core program, the One-Stop Affiliate Site sub-awardee will be **required** to be a party to any partnerships, formal or informal, that WC establishes with the following:

- The following WIOA Core One-Stop Partner Programs:
  - Title II Adult Education and Family Literacy;
  - Title III Employment Service (Wagner-Peyser); and/or
  - Title IV Vocational Rehabilitation.
  
- Any of the following System Partners targeting respective populations:
  - Department of Veterans Affairs;
  - Department of Corrections;
  - Department of Juvenile Justice;
  - Department of Family Services; and/or
  - Department of Health & Human Services.
  
- Any of the WIOA Service Delivery Partners/Programs, such as:
  - Career & Technical Education;
  - Community Services Block Grant;
  - Indian & Native American Programs;
  - Housing & Urban Development Employment & Training Programs;
  - Job Corps;
  - Local Veterans' Employment Representatives (LVER)/ Disabled Veterans' Outreach Program (DVOP);
  - Senior Community Service Employment Program (SCSEP);
  - Second Chance Act;
  - TANF Employment & Training Programs;

- Trade Adjustment Assistance;
- Unemployment Insurance; and/or
- YouthBuild.

## 5.6 Subject Matter Expertise

In order to ensure the utmost quality of services, One-Stop Affiliate Sites will be required to have staff with subject matter expertise in providing employment and training services to the following WIOA special populations:

- Veterans;
- Individuals with Disabilities – Youth & Adults;
- Re-Entry Populations – Youth & Adults; and
- Foster Youth.

The following should be taken into consideration when staffing the One-Stop Affiliate Site with the required subject matter expertise:

- Specialization (i.e., with specific population);
- Educational background (e.g., degrees, certifications, credentials, etc.); and/or
- Experiential background (e.g., work experience, history, etc.).

Staff with subject matter expertise at One-Stop Affiliate Site will:

- Promote the participation of respective populations in employment and training programs;
- Provide and coordinate the provision of services to respective populations, including career counseling, assessments, identifying training and employment opportunities, recognizing additional services;
- Monitor job listings opportunities for respective populations;
- Establish employer outreach-strategies and eventual working partnerships with employers that hire the respective populations;
- Monitor complaints from respective populations; and
- Cooperate with respective system partners to identify and aid in work-specific needs and services to improve employability of respective populations.

## 5.7 Career Coach

For the purposes of this RFP, a Career Coach is an individual that has expertise in career development, career counseling techniques, administration and interpretation of assessments, career information resources, etc. Career Coaches were formerly known as Case Managers under

WIA. Career Coaches must be able to explain the employment and training services as related to adult, dislocated worker, and youth populations, including particular populations noted above.

Career Coaches at the One-Stop Affiliate Site will provide assistance to adults, dislocated workers and youth by, but not limited to, the following:

- Assisting with educational and occupational choices;
- Assessing interests, abilities, and aptitudes;
- Evaluating educational and occupational backgrounds;
- Addressing educational and/or occupational skills gaps;
- Advising about occupational training and/or educational programs needed for particular careers;
- Addressing barriers related to employability (e.g., soft skills, technical skills, social skills, behavioral skills, etc.);
- Locating resources and sources of career information;
- Identifying training and employment opportunities; and
- Recognizing any needs for additional services.

The following should be taken into consideration when staffing the One-Stop Affiliate Site with Career Coaches:

- Educational background (e.g., degrees, certifications, credentials, etc.); and/or
- Experiential background (e.g., work experience, history, etc.).

## **5.8 Job Developers**

For the purposes of this RFP, a Job Developer is an individual that has expertise in creating job opportunities for adults, dislocated workers, and youth by researching, identifying, and soliciting possible sources of employment. Job Developers must be able to explain the process and practices for gainful employment as related to adults, dislocated workers, and youth including special populations noted in this RFP.

Respondents are required to budget for a minimum of one part-time job developer whose activities shall be dedicated exclusively to engaging industry and coordinating work related activities for program participants.

Job Developers at One-Stop Affiliate Site will provide assistance to adults, dislocated workers, and youth including but not limited to the following:

- Meet with career coaches to identify job-ready candidates and/or to provide status reports regarding participant's job search progress and follow up on employed participant for job retention;
- Assess the participant's current ability and skill level in order to properly determine job readiness;
- Provide direct job matching of current openings to participants;
- Offer qualified job candidates the opportunity to interview for posted jobs;
- Promote and develop employment and on-the-job training opportunities for participants;
- Engage with potential employers to secure internships, job shadow opportunities, apprenticeships, work experiences, and unsubsidized job placements for program participants while also explaining benefits and employment support services provided to employers including addressing each employer's special needs;
- Assist participants with job search skills, such as resume writing, interviewing, networking, etc.;
- Perform career counseling and help job seekers make appropriate career decisions;
- Contact participants via telephone, email and/or correspondence to follow-up on their job searching activities;
- Match participants with labor market demand;
- Plan, coordinate, conduct job fairs and on-site recruitment events;
- Provide One-Stop Affiliate Site participants with information on upcoming job fairs, job leads and other sources that will assist them in their search for employment; and
- Regularly interface with WC's Business Engagement Specialist Team (BEST) for job placement with BEST employers, participate in BEST job fairs and pre-screening days and/or other recruitment activities.

The following should be taken into consideration when staffing the One-Stop Affiliate Site with a Job Developer:

- Educational background (e.g., degrees, certifications, credentials, etc.);
- Experiential background (e.g., work experience, history, sales experience, 2-5 years' experience dealing with individuals and facilitating groups of harder to employ clients facing multiple barriers to employment, etc.); and/or
- Familiarity with return-to-work strategies, life-skills, employment training and counseling.



## **SECTION 6 SCORING ELEMENTS: ORGANIZATIONAL CAPACITY AND PAST PERFORMANCE – 30% of Total Score**

All respondents must respond to the following questions and instructions. Questions must be answered in concrete language, using quantifiable measurements whenever possible, and be specific about the role of each collaborator. All narrative responses must be limited to a maximum of **twenty-five (25) pages total** (excluding required attachments).

### **6.1 Demonstrated Ability**

- Describe your organization’s past experience in administering WIA/WIOA programs and any experience in other employment and training programs, state or federally funded programs, or other workforce support programs. Include the name of program, amount of funding, location, type, and scope of the programs and services, and the role of your agency as it relates to program operations. Demonstrate and provide examples of how you were performance-driven, flexible, innovative, and creative in the delivery of services.
- Describe your organization’s experience in serving diverse participants including, but not necessarily limited to: economically disadvantaged individuals with little or no work experience, individuals with low educational attainment or low literacy proficiencies, veterans, individuals with disabilities, those with limited English ability, minorities, ex-offenders, dislocated workers or those who may have experience and skills but have not worked for an extended period. Discuss with performance numbers your success with these or similar populations.
- Describe your organization’s experience (numbers annually achieved) with job development and job placement. Discuss business services you have delivered and how these built relationships with employer partners. Describe your organization’s strategy and achievements in retaining placements in their employment. Give the timeframe of these programs and percentage of successful retentions.
- Describe how you have collaborated and executed a project with multiple stakeholders. Include the distinct roles of each partner and the steps taken to achieve positive outcomes.

### **6.2 Panel Interview**

All respondents will be required to address questions from a panel consisting of subject matter experts in providing workforce development services, including serving at-risk populations (e.g., individuals with disabilities, ex-offenders, veterans and foster youth).

## **SECTION 7 SCORING ELEMENTS: PROGRAM NARRATIVE – 50% of Total Score**

All respondents must respond to the following questions and instructions. Questions must be answered in concrete language, using quantifiable measurements whenever possible, and be specific about the role of each collaborator. All narrative responses must be limited to a maximum of **twenty-five (25) pages total** (excluding required attachments).

### **7.1 Approach**

- Describe how your program design will provide comprehensive programmatic services for participants. Include the progression from enrollment through exit to follow-up including all service options.
- Discuss how you will ensure that those participants receive services that appropriately address their barriers and result in positive outcomes.
- Describe your program's unique and innovative approaches to workforce development program design and leveraging partner resources that will benefit the workforce development area.
- Describe your plan to access the services of the required core partners and other recommended partners. Please attach letters of support and/or memorandums of understanding (MOUs) detailing partner roles, responsibilities, and resources provided. (Letters of support and MOUs do not count as part of the 25 page narrative.)

### **7.2 Program Staffing and Case Management Strategy**

- Discuss your program staffing structure from program manager to front line staff, including career coaches and job developers. Describe the roles of each position and the education/experience that existing staff members have in administering projects of similar size and scope. Include resumes or job descriptions of all staff, funded in whole or in-part, for this project.
- Discuss how subject matter expertise will be provided to serve special populations and your organization's strategy to best serve those participants.
- Discuss the anticipated case load that career coaches funded by this project, in whole or in-part, will have.
- Discuss your strategy to reduce staff turnover.
- Describe how you will ensure that front-line program staff have sufficient time and support to provide the highest quality programmatic services.
- Describe your strategy to ensure that staff will meet the professional development requirements specified in this RFP.

### **7.3 Outreach, Eligibility and Assessment**

- Describe your outreach and recruitment methods for adults, dislocated workers and youth participants as well as special populations including: adults and youth with disabilities, ex-offenders, veterans, and foster youth. Clearly specify how many adults, dislocated workers, and youth participants you plan to serve.

For each special population listed below, specify the percentage of the combined adult and dislocated worker enrollments that will be served:

- Adults with Disabilities;
- Re-Entry Adults; and
- Veterans.

For each special population listed below, specify the percentage of youth enrollments that will be served:

- Youth with Disabilities;
- Re-Entry Youth; and
- Foster Care Youth.

- Describe your intake process including eligibility determination and how WIOA required eligibility documents will be obtained.
- Discuss how assessments will be structured to identify academic, employability and occupational interests, aptitudes and skill levels, personal development, and supportive service needs. Assessments for each program participant are mandatory, and necessary to construct a proper IES/ISS. At a minimum, each program participant must take the two-minute Woofound Career Mapping Assessment Tool provided to WIOA sub-awardees at no cost by WC. Special exceptions will be allowed for participants with special circumstances (e.g. already has job offer, etc.). Respondents will be allowed to use any other supplementary assessments in addition to Woofound.

### **7.4 Adult and Dislocated Workers - Individual Employment Plan (IEP)**

- Describe your strategy for developing the IEP for adults and dislocated workers. Describe how you will address barriers to employment, set unique, specific, and realistic objectives, and prepare participants for work by developing and improving work readiness skills.
- Describe detailed strategies for training adult and dislocated worker participants to ensure positive outcomes. Consider any related supportive services (transportation, childcare, work cards, etc.). Describe how these will be leveraged through other community resources or provided through this project.
- Describe how adult and dislocated worker participants will progress through the program design and describe an effective method for ensuring participants remain engaged and committed to accomplishing the goals and objectives outlined in the IEP.

- Describe how your program will help participants build sustainable STEM-driven career pathways in the nine (9) industry sectors as designated by the Governor of Nevada that focus on long-term career goals and upward mobility and not just short-term employment needs.
- Describe what tools or activities will you utilize (e.g., seminars, workshops, on-line career and industry-sector focused research) to expose program participants to long-term sustainable career goals.

### **7.5 Youth - Individual Service Strategy (ISS)**

- Describe your strategy for developing the ISS for all youth participants. Describe how you will address barriers to education and employment, set unique, specific, and realistic objectives, and prepare participants for post-secondary education, vocational training, and/or employment by developing and improving academic and/or work readiness skills.
- Describe how youth participants will progress through the program design and describe an effective method for ensuring participants remain engaged and committed to accomplishing the goals and objectives outlined in the ISS.
- Describe detailed strategies for training youth participants to ensure positive outcomes. Consider any related supportive services (transportation, childcare, work cards, etc.,) and describe how these will be leveraged through other community resources or provided through this project.
- Describe how your program will help participants build sustainable STEM-driven career pathways in the nine (9) industry sectors as designated by the Governor of Nevada that focus on long-term career goals and upward mobility and not just short-term employment needs.
- Describe what tools or activities you will utilize (e.g., seminars, workshops, on-line career and industry-sector focused research) to expose program participants to long-term sustainable career goals.

### **7.6 Training and Development Activities**

- Describe your approach towards offering a wide range of training services to participants, such as occupational skills training and on-the-job training, which will result in positive outcomes. Describe how your proposed education/training programs will lead to jobs with livable wages.
- Describe your approach towards offering a wide range of work-based learning activities, such as apprenticeships, internships and work experiences to appropriate participants. Discuss how you will identify which participants are appropriate for these activities. Describe how you will ensure that at least 30% of expenditures will be for work-based learning activities, including work experience, on-the-job training and pre-apprenticeship activities.
- Describe how you plan to incorporate mentoring for program participants.

- Describe leadership development opportunities, including community service and peer-centered activities encouraging responsibility, and other positive social and civic behaviors for youth participants.
- Describe what evidence-based Science, Technology, Engineering and Math (STEM) activities, workshops and trainings you will implement into your program design that will:
  - Expose participants to the importance of STEM skills in the job market
  - Expose participants to STEM occupations/skill-sets in Nevada’s Key Industry Sectors.
  - Achieve the training, education, employment goals listed in the IEP/ISS
  - Integrate STEM-related activities into a work experience, paid or unpaid internship, occupational skills training, on-the-job training
  - Identify the number and type of STEM-focused activities/resources to be implemented, as well as the expected outcomes.

Based on total enrollment, identify the percentage of participants that will receive STEM-focused employment and training services. The sub-awardee will be required to have demonstrable internal staff capacity to successfully integrate STEM-focus into their program design.

- Describe how you will determine the appropriateness of activities for each program participant (e.g., what activities will further their career pathway) and what will be the developmental flow.

## **7.7 Performance Management**

- Describe what methods the project will employ to manage performance as a participant progresses through the program from enrollment, employment placement and retention.
- Describe your approach to job placement and how the job developer will be used to identify employment and work-based learning opportunities for program participants. Specifically describe how the job developer will engage industries that will hire special populations.
- Describe your internal quality assurance method to monitor performance including participant file review, data validation, customer service survey, required performance goals.
- Describe your exit strategy to ensure participants will achieve required performance measures.
- Describe how you will identify, develop and maintain relationships with employers and other partners, which will result in positive outcomes for employment and retention, especially for special populations.

## 7.8 Follow-Up Strategies

- Discuss your follow-up services for a minimum of 12 months after the participants exit from the program and include how mentoring will be incorporated during the follow-up period.
- Discuss how you will ensure that participants remain on their targeted career path after exiting from the program.

## SECTION 8 FISCAL ELEMENTS

### 8.1 Budget and Budget Narrative

Each respondent is required to submit **two** project budgets using **Form 3a – Adult Budget Template and Form 3b – Youth Budget Template**.

Each budget template has a summary page and 11 budget detail pages that require line item detail, for a total of 12 pages. There are lines identified at the bottom of each budget detail page for a narrative, and each line item is required to have a concise narrative description justifying the charges. Each budget detail section should not exceed one page including the narrative. Any separate budget narratives submitted will not be reviewed.

There are detailed instructions contained in each budget template as Excel comments that are revealed by hovering with a mouse over the red triangles. The budget summary page is locked and auto-populates based on information entered on the budget detail pages. All charges are to be rounded to the nearest whole dollar.

On the budget summary page identify the name and contact information for the staff person who may be contacted for any questions regarding your budget submission.

### 8.2 Budget Period and Amount

The Total Project Expenses of this line-item budget must be less than or equal to the estimated total funding available for this RFP for the initial funding period:

<b>Initial Funding Start Date:</b>	July 1, 2016
<b>Initial Funding End Date:</b>	June 30, 2017
<b>Initial Funding Period:</b>	Twelve (12) months
<b>Estimated Total Adult and Dislocated Worker Funding Available for this RFP:</b>	An amount not to exceed \$180,000 in incremental funding for the first twelve (12) month period.
<b>Estimated Total Youth Funding Available for this RFP:</b>	An amount not to exceed \$180,000 in incremental funding for the first twelve (12) month period.
<b>Anticipated Total Funding Range per Sub-Award:</b>	An amount not to exceed \$360,000 in incremental funding for the first twelve (12) month period.
<b>Estimated Number of Sub-Awards:</b>	One (1) Sub-Awardee for all Funding Streams

### 8.3 Budget Requirements

For the adult budget (**Form 3a**), training (budget tab A.) must comprise at least 40% of the Total Project Expenses.

For the youth budget (**Form 3b**), work experience, on-the-job training, and pre-apprenticeship activities must compromise at least 30% of the Total Project Expenses.

Respondents are required to budget for a minimum of one part-time job developer whose activities shall be dedicated exclusively to engaging industry and coordinating work related activities for program participants. The job developer may be shared between the adult and youth budgets as long as the total time dedicated to job development functions meets the minimum requirement.

Each budget has formulas built into the summary page that will flag an error message if any of the above requirements are not met.

### 8.4 Required Match

In lieu of a percentage match requirement, **WC will not reimburse for any rent, depreciation, or building usage expenditures.** Any expenditure projected for the project should be reported as matching resources.

### 8.5 Training Expenditures

WC will process all payments for the following participant expenditures: occupational skills training, on-the-job training, customized training and incumbent worker training. The sub-awardee will be required to submit documentation to WC in order for payments to be processed. All liability

will remain with the sub-awardee for any payments determined to be disallowed for any reason. Budgeted funds for the above training expenditures will be reserved by WC.

## **8.6 Allocated Direct Costs**

Respondents are required to describe their “Allocation Base” (e.g. Direct Hours Worked, Square Footage Usage, etc.) on several budget detail pages. This allocation base describes the existing or anticipated methodology that will be used to prorate common or shared **direct** operating costs among projects. Examples of shared direct costs are infrastructure/operating costs (e.g., rent and copier machines), as well as personnel (e.g., program manager) providing benefits to multiple funding sources. Computation columns are provided on the budget detail pages to aid in this calculation.

## **8.7 Indirect Costs**

Indirect costs are costs incurred by an organization that do not directly benefit any one program or project, but indirectly support all aspects of the organization. For organizations awarded funds, any indirect costs billed must be supported by an indirect cost rate agreement with a federal cognizant agency, or the organization must negotiate an indirect rate with WC after the award of funds. Cost allocation plans are no longer allowable to substantiate the billing of indirect costs.

## **8.8 Profit**

Only commercial for-profit organizations may incorporate profit into their budget. Profit must be contained in a single line item on the Other Overhead budget tab and may not exceed 10% of the Total Contractor Paid section of the budget, less any direct participant expenditures such as supportive services.

## **8.9 Subcontracts**

All subcontracts must be procured according to WC procurement requirements and approved by WC. An award of funds or approval of a budget does not exempt procurement requirements.

## **8.10 Fiscal Requirements**

The funds awarded under this sub-award are federal WIOA funds. The sub-awardee of these funds will be subject to the Federal provisions contained in 2 CFR 200 (the Omni-Circular), as well as State and local policies and procedures. WC’s fiscal policies are located at [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).



## 8.11 Audit Requirements

Organizations expending at least \$750,000 in Federal funds during any fiscal year starting on or after December 26, 2014 are subject to a Single-Act audit per the provisions contained in 2 CFR 200 Subpart F. Audit expenses may only be billed to WC sub-awards when the audit work is performed, or accrued, regardless of the period being audited. Single-act audits must be submitted to WC within 30 days of the audit report date, or by nine months after the end of the auditee's fiscal year, whichever is sooner.

## SECTION 9 SCORING ELEMENTS: FISCAL NARRATIVE AND BUDGET – 20% of Total Score

All respondents must respond to the following questions and instructions. Questions must be answered in concrete language, using quantifiable measurements whenever possible, and be specific about the role of each collaborator. All narrative responses must be limited to a maximum of **twenty-five (25) pages total** (excluding required attachments).

### 9.1 Fiscal Narrative

- Describe the organization's experience with managing federal funds and the experience that fiscal staff employed by the organization have in administering federal funds.
- Describe the organization's familiarity with federal financial management standards. Discuss how the organization ensures compliance with those standards.
- Describe how the organization has resolved any monitoring and audit findings or any other issues raised in the audit reports, management letters, and any related corrective action plans for each of the last two years.
- Describe how your organization would manage funds to ensure that spending levels are met but not exceeded; and, to ensure that these services remain available throughout the program year.

### 9.2 Budget

The respondent must complete two budgets using **Form 3a – Adult Budget Template and Form 3b – Youth Budget Template** and submit as part of the proposal.

**Adult & Dislocated Worker Programs**

Scope of Work  
Program Year 2016

<b>Program Name:</b>	
<b>Location:</b>	
<b>Funding Stream(s):</b>	
<b>Amount Awarded:</b>	
<b>Target Population(s):</b>	
<b>Program Description</b>	
<p><b>Outreach and Communication:</b> <i>Describe how you will recruit and engage participants. You must include your targeted number to serve and milestones for enrollment in your program design (number to enroll and by when, per milestone). You must also include details about partnerships that you have that will result in referrals to your program (include details about how referrals will happen and how many you expect from each partner) Describe detailed efforts to include and engage special populations (Veterans, disabled workers, offenders, etc.).</i></p>	
<p><b>Basic Career Services:</b> <i>Insert service offering commitment in space provided. Describe which Basic Career services will be offered in your program design and how they will be delivered. Please also describe your plan to track participants that do not become registered.</i></p>	<p>We are projecting to make Basic Career Services available to _____ unique individuals in PY16.</p>



<p><b>Individualized Career Services:</b> <i>Insert enrollment commitment in space provided. Describe which Individualized Career services will be offered in your program design and how they will be delivered. Describe how participants will flow from Basic Career to Individualized Career services in your program.</i></p>	<p>We are projecting to enroll _____ unique individuals in PY16 that are determined to be in need of individualized career services.</p>
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<p><b>Training Services:</b> <i>Insert training offering commitment in space provided. Describe which Training services will be offered in your program design and how they will be delivered.</i></p>	<p>We are projecting to provide training to ____ individuals enrolled in our PY16 program.</p>
<b>Program Management</b>	
<p><b>Staffing Structure:</b> <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches &amp; Job Developers. Describe how you will ensure Job Developers are interfacing with WC's Business Engagement Specialist Team</i></p>	<p>We are projecting a ____ to 1 participant to direct staff ratio.</p>



<p><b>Quality Control:</b> <i>Describe how your program will be managed and what steps will be taken to control the quality and integrity of program components (regulatory compliance, quality of service delivery, One-Stop Delivery system co-branding, etc.). Describe your professional development plans for program staff.</i></p>	<p>Standard Operating Procedures and WC mandated policies will be provided to WC by September 30, 2016.</p>
<p><b>Subject Matter Experts</b> <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth &amp; Adult with Disabilities, Re-Entry Youth &amp; Adult, &amp; Foster Youth). Describe the expected educational and/or experiential backgrounds of staff providing subject matter expertise.</i></p>	
<p><b>System Partnerships and Programs</b> <i>Describe your plan to integrate at least one required WIOA Core Partner and additional System Partners/Programs.</i></p>	



**Performance Management:**  
Describe your specific plan to manage and obtain successful performance outcomes, including program services and design features, specific partnerships that will facilitate outcomes and internal mechanisms to measure incremental benchmarks. Please also complete the table included in this section to communicate your plans by Quarter.

Projected PY15 Carry In/Transfer Participants: \_\_\_\_\_

Quarter	1	2	3	4
New Enrollments				
Exiters (Est. combined total including both Carry In and New enrollments)				

**Contact Person & Information:**  
Include the name, title, address, phone number and email of the person who will be the main point of contact for this program.



**WIOA Youth Programs**  
Scope of Work  
Program Year 2016

<b>Program Name:</b>	
<b>Location:</b>	
<b>Funding Stream(s):</b>	
<b>Amount Awarded:</b>	
<b>Target Population(s):</b>	
<b>Youth Service Delivery</b>	
<p><b>Outreach and Communications:</b> <i>Describe how you will recruit and engage participants. You must include your targeted number to serve and milestone for enrollment in your program design (number to enroll and by when, per milestone). You must also include details about partnerships that you have that will result in referrals to your program (include details about how referrals will happen and how many you expect from each partner. Describe detailed effort to include and engage special populations (Veterans, disabled workers, offenders, etc.).</i></p>	<p><i>We are projecting to enroll ____ youth participants in our PY16 Youth WIOA program.</i></p>



<p><b>Educational Services:</b></p> <ul style="list-style-type: none"><li>• <b>Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies.</b></li><li>• <b>Alternative secondary school services, or dropout recovery services.</b></li><li>• <b>Activities that help youth prepare for and transition to post-secondary education and training.</b></li></ul>	<p><i>Identify which educational services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p>
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<p><b>Occupational Services:</b></p> <ul style="list-style-type: none"><li>• <b>Occupational Skills Training</b></li><li>• <b>Education Offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.</b></li><li>• <b>Entrepreneurial Skills Training</b></li><li>• <b>Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.</b></li></ul>	<p><i>We are projecting to provide training to _____ youth enrolled in our PY 16 program.</i></p> <p><i>Identify which occupational services will be offered in your program design and how they will be delivered. Describe the flow or approval process for youth receiving these services.</i></p>
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<p><b>Work-based Learning Services (30% expenditure requirement for PY 16):</b></p>	<p><i>We are projecting the following number of youth enrolled in our PY 16 program to participant in the following:</i></p>
<ul style="list-style-type: none"><li>• <b>Paid or unpaid Work Experiences</b></li><li>• <b>On-the-Job Training</b></li><li>• <b>Internships and Job Shadowing</b></li><li>• <b>Pre-Apprenticeship programs</b></li></ul>	<p>_____ <i>WEXs</i>                      _____ <i>OJTs</i>                      _____ <i>Internships</i> _____ <i>Job Shadowing</i>                      _____ <i>Pre-Apprenticeships</i></p>
	<p><i>Identify which work-based learning services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p>



<p><b>Youth Development Services:</b></p> <ul style="list-style-type: none"><li>• <b>Leadership Development</b></li><li>• <b>Supportive Services</b></li><li>• <b>Adult Mentoring</b></li><li>• <b>Comprehensive Guidance and Counseling</b></li><li>• <b>Financial Literacy</b></li></ul>	<p><i>Identify which youth development services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p>
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<p><b>Employment Services:</b></p> <ul style="list-style-type: none"><li>• <b>Career Exploration Activities</b></li><li>• <b>Job Readiness Activities</b></li><li>• <b>Job Search Activities</b></li></ul>	<p><i>Identify which employment services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p>
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<b>Program Management</b>	
<p><b>Staffing Structure:</b> <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches &amp; Job Developers. Describe how you will ensure Job Developers are interfacing with WC's Business Engagement Specialist Team.</i></p>	<p><b>We are projecting a__to 1 participant to direct staff ratio.</b></p>
<p><b>Quality Control:</b> <i>Describe how your program will be managed and what steps will be taken to control the quality and integrity of program components (regulatory compliance, quality of service delivery, One-Stop Delivery system co-branding, etc.). Describe your professional development plans for program staff.</i></p>	<p><b>Standard Operating Procedures and WC mandated policies will be provided to WC by September 30, 2016.</b></p>



<p><b>Subject Matter Experts</b> <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth &amp; Adult with Disabilities, Re-Entry Youth &amp; Adult, &amp; Foster Youth). Describe the expected educational and/or experiential backgrounds of staff providing subject matter expertise.</i></p>	
<p><b>System Partnerships and Programs</b> <i>Describe your plan to integrate at least one required WIOA Core Partner and additional System Partners/Programs.</i></p>	



<p><b>Performance Management:</b>  <i>Describe your specific plan to manage and obtain successful performance outcomes, including program services and design features, specific partnerships that will facilitate outcomes and internal mechanisms to measure incremental benchmarks. Please also complete the table included in this section to communicate your plans by Quarter.</i></p>	<p style="text-align: right;">PY15 Carry In/Transfer Participants: _____</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="text-align: left;">Quarter</th> <th style="text-align: center;">1</th> <th style="text-align: center;">2</th> <th style="text-align: center;">3</th> <th style="text-align: center;">4</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">New Enrollments</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="text-align: left;">Exiters (Est. combined total including both carry in and new enrollments.)</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Quarter	1	2	3	4	New Enrollments					Exiters (Est. combined total including both carry in and new enrollments.)				
Quarter	1	2	3	4												
New Enrollments																
Exiters (Est. combined total including both carry in and new enrollments.)																
<p><b>Contact Person &amp; Information:</b>  <i>Include the name, title, address, phone number and email of the person who will be the main point of contact for this program.</i></p>																

**Adult & Dislocated Worker Programs**

Scope of Work  
Program Year 2016

<b>Program Name:</b>	ResCare Workforce Services
<b>Location:</b>	Las Vegas-Clark County Library, 121 W. First North Street, Mesquite NV, 89027
<b>Funding Stream(s):</b>	WIOA Adult & Dislocated Worker
<b>Amount Awarded:</b>	\$180,000
<b>Target Population(s):</b>	Adult and Dislocated Workers living in Mesquite, NV
<b>Program Description</b>	
<p><b>Outreach and Communication:</b> <i>Describe how you will recruit and engage participants. You must include your targeted number to serve and milestones for enrollment in your program design (number to enroll and by when, per milestone). You must also include details about partnerships that you have that will result in referrals to your program (include details about how referrals will happen and how many you expect from each partner) Describe detailed efforts to include and engage special populations (Veterans, disabled workers, offenders, etc.).</i></p>	<p>RWS will engage with 300 and enroll 75 individuals during PY16 (Q1–50/10;Q2–75/25;Q3–75/25;Q4–100/15) through partnerships already established with core &amp; required partners, One-Stop Affiliates, Chambers of Commerce, U.S.Vets, Goodwill Southern Nevada, Easter Seals, Opportunity Village, Las Vegas Metro Police Department, Mesquite Regional Business, Inc., Virgin Valley Family Services, Family Resource Center, Mesquite Veterans Center, Suntopia.org Homeless Shelter, Library Districts, Southern Nevada Regional Housing Authority, Urban League, Salvation Army, Community Development Corporation, Sierra Nevada Job Corps Center, Department of Health and Human Services, Vegas PBS, Help of Southern Nevada, Foundation for an Independent Tomorrow, local elected officials, community and faith-based organizations, &amp; organizations that support Veterans, individuals with disabilities, and offenders. Through outreach and networking new alliances will be established with Nellis Air Force Base transition office, U.S. Department of Veteran Affairs, Yellow Ribbon Program, Clark County Detention Center &amp; Department of Corrections, Clark County School District, Department of Health and Human Services, Bureau of Vocational Rehabilitation, local employers &amp; other organizations that serve job seekers of Southern Nevada.</p> <p>Outreach methods include Navigator presentations, email, social media, flyers, on /off site Job Fairs and brochures detailing our services &amp; how they benefits employers &amp; candidates. Mobile One-Stop events will benefit disabled workers, Vets and offenders.</p> <p>Job seeker referral process includes distribution &amp; completion of Interest Forms that include the referring agencies' name. Registration Desk Sign in Sheets include “How did you hear about us?” to track referrals. Referrals will be logged and reported to WC on a quarterly basis.</p>
<p><b>Basic Career Services:</b> <i>Insert service offering commitment in space provided. Describe which Basic Career services will be offered in your</i></p>	<p>We are projecting to make Basic Career Services available to <u>300</u> unique individuals in PY16.</p> <p>Outreach and intake, eligibility and worker profiling as well as initial skill, aptitude, and ability assessments will be provided as a</p>



<p><i>program design and how they will be delivered. Please also describe your plan to track participants that do not become registered.</i></p>	<p>part of the Basic Career Services. Labor exchange services may be self-directed or facilitated using STEP to guide job seekers to Woofound career exploration assessments, ResumePro™ and Job Search workshops and Job Clubs. Recruitment services on behalf of employers including job fairs and BEST prescreening events will be provided based on employability at the time of assessment or need. Supply &amp; Demand portal and O*Net provides labor market information including salary, requirements, and top local employers. Information and assistance regarding filing claims for unemployment compensation will also be available. WIOA Navigation Sessions will be held 3 days per week and will provide additional information regarding our services as well as program information to those who are unsure of the services we offer or what they need to be competitive in the job market. All Job Seekers are registered in OSOS, and based on daily attendance records, sign in sheets, and OSOS, basic services are tracked monthly, and included in performance and fiscal reports. Participants who are not registered will be referred to other community resources. Referrals and activities will be tracked in a spreadsheet and provided as a monthly report to WC by the Talent Engagement Manager so if WIOA services are requested or appropriate in the future, there will be a record of our engagement with the individual.</p>
<p><b>Individualized Career Services:</b> <i>Insert enrollment commitment in space provided. Describe which Individualized Career services will be offered in your program design and how they will be delivered. Describe how participants will flow from Basic Career to Individualized Career services in your program.</i></p>	<p>We are projecting to enroll <u>75</u> unique individuals in PY16 that are determined to be in need of individualized career services. Individualized career services are available as appropriate to assist individuals to obtain or retain employment. Services include comprehensive and specialized assessments of skill level and in-depth interviewing and evaluation to identify employment barriers and goals. An IEP will be developed to identify employment goals, objectives and the best combination of services to meet them as well as a list of eligible training providers. Services will include: Group and individual counseling, career planning, short-term prevocational services such as Job Preparation/Soft Skills and Interviewing /Communication and Basic Computer workshops. MoneySKILL provides financial literacy content that includes a Pre-Test and Post Test taken after Modules that cover financial planning, earned income and skill demand, federal income taxes, deductions and tracking expenses and budgeting are completed. ResCare Academy will provide workforce preparation activities through industry overviews and courses that help participants gain industry-specific experience and certificates. ResCare Academy allows the Career Coach to track usage, participation and credentials and helps determine level commitment to participating and completing the program. Adult education and family literacy and English language acquisition will be integrated through the Library’s CALL program.</p>

	<p>Work experience linked to career pathways and in-demand occupations will be available through local employer worksites if appropriate to help an individual enter into a career path and/or achieve their employment goals.</p>
<p><b>Training Services:</b> <i>Insert training offering commitment in space provided. Describe which Training services will be offered in your program design and how they will be delivered.</i></p>	<p>We are projecting to provide training to <u>30</u> individuals enrolled in our PY16 program.</p> <p>Training Services including Occupational Skills Training, On-the-Job Training, and Transitional Jobs will be provided based on need in order to equip individuals to enter the workforce and retain employment. Job readiness training outlined under Individualized Career Services will be provided in conjunction with Training services. ResCare Academy courses will be available for life-long learning as participants become employed to provide occupation and/or industry related content for career advancement that may lead to increased earnings. Incumbent worker and Customized training services will be provided based on the need of the employer in collaboration with WC and BEST. The Eligible Training Providers List will be referenced during the process to determine and ensure appropriate training resources are available to maximize customer choice, linkage to in-demand occupations in coordination with other sources of assistance.</p>
<p><b>Program Management</b></p>	
<p><b>Staffing Structure:</b> <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches &amp; Job Developers. Describe how you will ensure Job Developers are interfacing with WC's Business Engagement Specialist Team</i></p>	<p>We are projecting a <u>30</u> to 1 participant to direct staff ratio.</p> <p>Shared with OSCC:</p> <ul style="list-style-type: none"> <li>• Project Director – program oversight</li> <li>• Project Accountant – fiscal oversight</li> <li>• Human Resource Specialist – staffing, payroll, HR</li> <li>• Quality Assurance and Performance Specialist – quality and performance</li> </ul> <p>Shared with Mesquite ADW:</p> <ul style="list-style-type: none"> <li>• Career Coach - Career Coach has expertise in career development, career counseling techniques, administration and interpretation of assessments, career information resources, etc. and is able to explain the employment and training services as related to adult, dislocated worker, and youth populations, including special populations. Career Coach will outreach youth and lead group orientations and workshops and provide one-on-one career coaching.</li> <li>• Job Developer - Job Developer has expertise in creating job opportunities for adults, dislocated workers, and youth by researching, identifying, and soliciting possible sources of employment. They explain the process and practices for gainful employment related to adults, dislocated workers, and youth including special populations. Their activities are dedicated exclusively to engaging industry and coordinating work related activities for program participants. Job Developers collaborate with BEST through prescreening event referrals, job fairs, employer engagement through Chambers</li> </ul>



	<p>of Commerce, On the Job Training, Work Experience, ResCare National Employers, and by providing Supply &amp; Demand and ResCare Talent Market job posting information for new employer engagement. Job Developers have a monthly enrollment and placement goals which will ensure they interface with BEST. Job Developers will have a shared outreach role with the Career Coach.</p>
<p><b>Quality Control:</b> <i>Describe how your program will be managed and what steps will be taken to control the quality and integrity of program components (regulatory compliance, quality of service delivery, One-Stop Delivery system co-branding, etc.). Describe your professional development plans for program staff.</i></p>	<p>Standard Operating Procedures and WC mandated policies will be provided to WC by September 30, 2016. Quality Assurance Specialist reviews paper and OSOS file at the time Supportive Service or Training requests are submitted for approval by management for eligibility, documentation and data validation and consistency on a daily basis. Files and system records are reviewed a second time before they are submitted to WC each week. On a weekly basis, Quality Assurance &amp; Performance Specialist reviews paper and OSOS files for compliance including timely data entry, contacts and follow up and to capture performance outcomes. Career Coaches use standardized report templates to track transfer files and new enrollments. Weekly reports are reviewed by QAS for compliance and including status, last contact, and next steps ensure activities are documented accurately and timely. RWS conducts a 3-level monthly file review and ResCare’s Best In Class© (BIC) quality improvement and measurement system assesses operational conformance federal, state, local, WC and RWS policies and procedures on a quarterly and annual basis. As the One-Stop Operator, RWS has fully implemented a cobranding strategy and ensures communications originating from RWS staff follow WC branding guidelines and branding and communication is centralized through the HR/Office Manager. ResCare provides over 4,000 courses for staff development. Staff participates in policy and procedure training and receives individual technical assistance as needed. Managers mentor to develop key competencies for future leaders.</p>
<p><b>Subject Matter Experts</b> <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth &amp; Adult with Disabilities, Re-Entry Youth &amp; Adult, &amp; Foster Youth). Describe the expected educational and/or experiential backgrounds of staff providing subject matter expertise.</i></p>	<p>RWS ensures content-expert services are provided to special populations by identifying staff members who have previous related experience providing workforce development services to special populations. RWS resources, expertise and best practices provide a foundation that ensures services are well-thought out and delivered appropriately. Knowledge and experience is gained through community involvement, partnerships with specialized agencies and organizations, and participation in volunteer opportunities directed toward special populations. Educational Background: 4 year related degree or 2 year degree and 2 years of related experience or High School equivalency and 5 years of related experience; Specialization: Credentials and related training certificates from recognized workforce development institutes such as Dynamic Work Institute and Workforce180;</p>

	<p>Experiential Background: Resume and Letter of recommendation and/or testimonial demonstrating passion to serve and first-hand experience providing services to and working for an agency, organization or employer in a related field and/or position. Ongoing staff development is provided through RWS national SME projects and leaders as well as industry-recognized training resources.</p>
<p><b>System Partnerships and Programs</b> <i>Describe your plan to integrate at least one required WIOA Core Partner and additional System Partners/Programs.</i></p>	<p>RWS will coordinate activities and services with DETR – JobConnect and other local partners. Adult Education and Family Literacy staff will offer high school equivalency and/or other adult education courses onsite. Temporary Assistance for Needy Families NEON program will provide services to co-enrolled participants. Mobile One-Stop is deployed upon request through identified community partnerships and activities. At times, referrals to partner agencies are the most effective ways to serve Job Seekers. Staff is trained on the resources and services available through our center, local community and system partners. RWS has developed a community resource guide and is familiar with 211 network services. When a referral is made, staff contacts the appropriate partner to ensure there is a warm hand-off then provides referral information in writing to the Job seeker using a standard referral form (contact name, appointment time and other pertinent information). Staff follows up with partners to ensure services were provided and tracked with attendance and case notes.</p>



**Performance Management:**  
*Describe your specific plan to manage and obtain successful performance outcomes, including program services and design features, specific partnerships that will facilitate outcomes and internal mechanisms to measure incremental benchmarks. Please also complete the table included in this section to communicate your plans by Quarter.*

RWS' program services and design features ensure that Job Seekers are registered in OSOS at the time they enter the One-Stop. With each encounter, RWS staff case notes the interaction and results building an individual story. Internal mechanisms that ensure RWS meets contracted performance goals and common measures include OSOS registration records and reports, sign-in sheets, and tracking logs to develop performance reports maintained by the Project Director and Quality Assurance & Performance Specialist. Individual staff performance goals reflect contract and common measures are reviewed every 6 months. As needed, Quality Improvement and Corrective Action Plans are developed at local and corporate levels. We provide staff with performance feedback on an individual and project basis through weekly score cards. Specific goals are established for all performance measures as outlined in the contract and Scope of Work. RWS tracks actual performance by quarter and will influence outcomes by setting weekly goals and reviewing reports from Career Coaches and Job Developers with verification of date entry and outcomes documented in OSOS by TDM and Quality Assurance and Performance Specialist.

Projected PY15 Carry In/Transfer Participants:   0  

<b>Quarter</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
New Enrollments	10	25	25	15
Exiters (Est. combined total including both Carry In and New enrollments)	0	5	20	27

**Contact Person & Information:**  
*Include the name, title, address, phone number and email of the person who will be the main point of contact for this program.*

Lynn Hoffman, Project Director, One-Stop Operator  
ResCare Workforce Services  
[lynnhoffman@rescare.com](mailto:lynnhoffman@rescare.com)  
Office: 702-822-4202  
Mobile: 214-802-5889

**WIOA Youth Programs**  
Scope of Work  
Program Year 2016

<b>Program Name:</b>	ResCare Workforce Services
<b>Location:</b>	Las Vegas-Clark County Library, 121 W. First North Street, Mesquite NV, 89027
<b>Funding Stream(s):</b>	WIOA Youth
<b>Amount Awarded:</b>	\$180,000
<b>Target Population(s):</b>	In-School and Out-of-School Youth
<b>Youth Service Delivery</b>	
<p><b>Outreach and Communications:</b> <i>Describe how you will recruit and engage participants. You must include your targeted number to serve and milestone for enrollment in your program design (number to enroll and by when, per milestone). You must also include details about partnerships that you have that will result in referrals to your program (include details about how referrals will happen and how many you expect from each partner. Describe detailed effort to include and engage special populations (Veterans, disabled workers, offenders, etc.).</i></p>	<p><b>RWS will engage with 250 and enroll 27 individuals during PY16 (Q1–50/5;Q2–75/10;Q3–75/7;Q4–50/5)</b></p> <p>Outreach and recruitment activities will be conducted 2 times a week until enrollment is confirmed. Career coaches will connect with youth where they live through the Mobile One-Stop and face-to-face interaction in neighborhoods and areas where youth congregate. Community partners will assist with recruitment, programming locations and activities and referrals of youth including Veterans, Disabled, Foster and Re-entry youth. Partners, the Career Coach and Job Developer will refer youth to weekly orientations where staff will go over the program, benefits, and eligibility requirements with a sense of urgency to enroll now by helping them immediately take the first steps. Orientation is designed to be standard, portable, and available on demand. It can be conducted in small groups or in one-on-one sessions.</p> <p><b>Outreach venues:</b> Local fast food restaurants, Recreation center, High Schools, Local churches, YMCA centers, Community Centers, Libraries and partner locations.</p> <p><b>Referral partners:</b> Nevada Partnership for Homeless Youth, Virgin Valley Family Services, Mesquite Family Resource Center, Job Connect, Salvation Army, Mesquite Veterans Center, Suntopia.org Homeless Shelters, Sierra Nevada Job Corps, Department of Social Services, Chamber of Commerce, U.S. Vets, Nevada PEP, Easter Seals of Nevada, Southern Nevada Regional Housing Authority / Section 8 Housing, Olive Crest, Opportunity Village, Local Police Department, Urban League of Southern Nevada, Academy of Human Development, College of Southern Nevada, Department of Health and Human Services, Bureau of Vocational Rehabilitation, Department of Juvenile Justice, Youth Probation and Parole Clark County Child and Family Services, Nevada- Aging out Institute, Independent Living Program – Division of Child and Family Services, HUD, and Specialized Alternatives for Families and Youth (SAFY)</p>
<p><b>Educational Services:</b></p> <ul style="list-style-type: none"> <li>• Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies.</li> <li>• Alternative secondary school services, or dropout recovery services.</li> </ul>	<p><i>Identify which educational services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p> <p>RWS will provide tutoring and study skills training for all youth who are A: failing to pass state exams and or required classes, B: have asked for tutoring services to better their grades or C: have dropped out of school and are working their diploma/GED. On site tutoring will be offered Monday – Friday via a classroom setting with a contracted tutor.</p>

- **Activities that help youth prepare for and transition to post-secondary education and training.**

Additionally, in school youth will be offered on site study hall with peer tutoring and assistance m-f 8 to 5. RWS staff will also provide information regarding tutoring services located at their schools. RWs will utilize telecommunications and video services including Zoom Meeting for more rural and remote students on an as needed basis.

RWS works with local high school administration offices as the ambassador for our program that benefits them from our assistance with their drop-outs or potential drop-out population through reenrollment in an alternative school or HiSET attainment. High school graduates can move into post-secondary education immediately and there are multiple pathways after training is completed. Follow up will help balance short term and long term goals. The path may include employment and/or post-secondary education. There are other alternatives to HiSET through partnerships with Adult education and family literacy classes. Partnerships with LVCCLD will assist in referrals and programmatic support by offering on-site services through Adult Basic Ed, ELL and Online High School when the youth did not have enough hours or didn't pass the test therefore did not receive a diploma. RWS will provide linkage to alternative secondary schools to youth who enroll as dropouts, 5<sup>th</sup> year seniors, students who lack transportation and those who are involved with juvenile justice or disciplinary actions. Career Coaches will provide guidance on how to enroll, discuss expectations and set goals to attain while in the program. RWS will establish a relationship with the alternative education principal, which allows for immediate feedback on students' progress, grades and attendance. All enrolled students will be monitored for attendance and participation.

Youth programming will be comprehensive to ensure youth receive services from various points of contact within RWS and from partner organizations. Youth with one or more of the following barriers will receive direct client services: Homeless, youth with disabilities, current/former foster youth, pregnant or parenting, juvenile justice system.

We will target out of school youth who are defined as at-risk and academically fragile by providing resources and mentoring related to intensive case management (RWS Career Coach), academic advisement, college and career counseling/readiness (Local Colleges, counselors), service learning projects (Local City Government), health and well-being, substance abuse prevention and education (Substance Abuse and Mental Health Services Administration), life skills training (RWS Career Coach), financial literacy and entrepreneurship education (MoneySKILL).

**\*Participant Flow:**

**Participants will flow through ResCare's Three Track Model.**

Following initial engagement, assessment, and individual planning, each young adult will connect to the program and their future through participation in our recently updated, proprietary five day work readiness class, Project CEO. Conducted in an engaging and simulated work environment, young adults develop a commitment to their future and begin building their individual portfolio of career resources. Young adults

	<p>complete the program’s objectives, moving onto their career pathway track. This model places young adults on one of three pathways to employment, Industry Specific Pathway, Career Readiness Pathway, or Education Pathway. Through the Individual Service Strategy (ISS) development process, we work with young adults to identify very specific activities and timelines for completion that clearly tie to their overall career goals. The Career Coach uses their Life Coach skills to assist young adults in the persistent pursuit of those activities and objectives leading to career success; we do not focus on young adults’ failures to participate but promote the understanding that participation addresses barriers and leads to success. We foster meaningful relationships with the young adults we serve, in order to consistently support them following program exit to sustain the progress they have achieved and retain employment and/or postsecondary status.</p> <p>Youth may encounter set-backs so Career Coaches will use a coaching model that anticipates and prepares to address then move on. This model would incorporate redirection sessions that may remove them from a worksite for a short time then place them at a different worksite so as not to perpetuate the cycle but to give them a chance to succeed and a learning opportunity.</p>
<p><b>Occupational Services:</b></p> <ul style="list-style-type: none"> <li>• <b>Occupational Skills Training</b></li> <li>• <b>Education Offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.</b></li> <li>• <b>Entrepreneurial Skills Training</b></li> <li>• <b>Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.</b></li> </ul>	<p><i>We are projecting to provide training to <u>  6  </u> individuals enrolled in our PY 16 program.</i></p> <p><i>Identify which occupational services will be offered in your program design and how they will be delivered. Describe the flow or approval process for youth receiving these services.</i></p> <p>Job Preparation, Readiness and Search workshops will be provided on a monthly basis and youth will participate in the above activities prior to OCC, WEX, OJT or Job Shadowing.</p> <p>RWS youth program and services will include the following elements; Intensive case management, educational advising and tutoring, work readiness, leadership development, mentoring and counseling, life skills, health and wellness, civic service and volunteering, entrepreneurial and financial literacy, as well as occupational skills training and work-based learning in the form of On-the-Job Training, Pre-apprenticeships, internships, job shadowing and paid work-experience.</p> <p>Education offered concurrent with workforce preparation and training for a specific occupation are provided through ResCare Academy for industry overviews and courses that help youth gain industry-specific experience and certificates. Workplace preparation courses are also available to provide learning opportunities related to soft skills such as Business Etiquette, Interpersonal Communication, From Campus to Corporate and Doing Business Professionally.</p> <p>Entrepreneurial Skills are coupled with Financial Literacy through MoneySKILLS.</p> <p>RWS offers career exploration through Woofound assessments and My Next Move to identify youth’s interests, aptitudes and skills and how they fit into the local market. We couple training services with ResCare Academy for industry overviews and courses that help youth gain industry-specific experience and certificates.</p>



	<p>RWS provides resume templates through ResumePro and ensures certificates and accomplishments made through the program are included in their resume and we follow up with the youth and work with the employer to create a career pathway. Supply &amp; Demand Portal, O*Net, Occupational Outlook Handbook and My Next Move educate youth on job opportunities to set expectations regarding the requirements and path to employment.</p> <p><b>Flow process: See *Participant Flow outlined above.</b></p>
<p><b>Work-based Learning Services (30% expenditure requirement for PY 16):</b></p> <ul style="list-style-type: none"> <li>• Paid or unpaid Work Experiences</li> <li>• On-the-Job Training</li> <li>• Internships and Job Shadowing</li> <li>• Pre-Apprenticeship programs</li> </ul>	<p><i>We are projecting the following number if youth enrolled in our PY 16 Program to participant in the following:</i></p> <p><u>  15  </u> WEXs            <u>  2  </u> OJTs            <u>  1  </u> Internships  <u>  1  </u> Job Shadowing    <u>  2  </u> Pre-Apprenticeships</p> <p><i>Identify which work-based learning services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p> <p>RWS conducts group and one-on-one sessions to complete a needs assessment that helps determine suitability and identify barriers and establishes milestones that must be reached before placement in work-based learning. These include ResCare Academy as a career exploration tool through the assignment and completion of relevant courses. ResCare Academy allows the Career Coach to track usage, participation and credentials and helps determine the youth’s level commitment to participating and completing the program.</p> <p>RWS will establish placement goals for Career Coach and Job Developer tracked weekly to yield the best results. We couple training services with ResCare Academy for industry overviews and courses that help youth gain industry-specific experience and certificates. RWS provides resume templates through ResumePro and ensures certificates and accomplishments made through the program are included in their resume and we follow up with the youth and work with the employer to create a career pathway.</p> <p>Partners: Employers - work site supervisors, Workforce Connections - Business Engagement Specialist Team – Internship fairs, employer relationships, Pre-screening events and Trades – Pre-apprenticeships like Electrical JATC (<a href="http://www.earnwhileyoulearn.org/progreq.asp">http://www.earnwhileyoulearn.org/progreq.asp</a>).</p> <p><b>Flow process: See *Participant Flow outlined above.</b></p>
<p><b>Youth Development Services:</b></p> <ul style="list-style-type: none"> <li>• Leadership Development</li> <li>• Supportive Services</li> <li>• Adult Mentoring</li> <li>• Comprehensive Guidance and Counseling</li> <li>• Financial Literacy</li> </ul>	<p><i>Identify which youth development services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p> <p>Employer partners will be called upon to assist with development services including:</p> <ul style="list-style-type: none"> <li>• Leadership Development: Project CEO, Youth Focus Group, Youth</li> </ul>

	<p>Forums, and “Boss” Shadowing</p> <ul style="list-style-type: none"> <li>• Supportive Services include Gas cards, Childcare, Eye exams and eyeglass vouchers, Employment clothing, and other services, as appropriate</li> <li>• Adult mentoring is provided by career mentors, employers, faith-based organizations, and CSN Interns and are developed as needed and placed in the ISS as Interim goals.</li> <li>• RWS utilizes Project CEO, Career Pathway Coaching to identify risks and develop strategies to overcome them. Volunteer at faith-based organizations and participate in a youth advisory council, and youth forums. Youth will assist with group orientations and mentoring to share success stories and offer support. Career Coaches will guide young adults from intake to post-exit follow-up</li> <li>• Financial Literacy – MoneySKILL provides financial literacy content that includes a Pre-Test and Post Test taken after Modules 1-6 are completed. <ul style="list-style-type: none"> <li>○ Module 1: The Plans We Have for Our Lives</li> <li>○ Module 2: Andrew's Simulation</li> <li>○ Module 3: Earned Income and Skill Demand</li> <li>○ Module 4: Federal Income Taxes</li> <li>○ Module 5: Other Deductions from Pay</li> <li>○ Module 6: Tracking Expenses &amp; Budgeting</li> <li>○ Post-Test</li> </ul> </li> </ul> <p><b>Flow process: See *Participant Flow outlined above.</b></p>
<p><b>Employment Services:</b></p> <ul style="list-style-type: none"> <li>• <b>Career Exploration Activities</b></li> <li>• <b>Job Readiness Activities</b></li> <li>• <b>Job Search/Job Placement</b></li> <li>• <b>Follow-up Services</b></li> </ul>	<p><i>Identify which employment services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p> <p>A milestone-based program with specific steps outlines where successful completions are rewarded. RWS will schedule a Career Exploration field trip for those that complete a training milestone. The field trip will include a tour of a business with in-demand jobs coupled with a visit to a local community college or training facility that provides training required for the job so they can see what they can achieve and how we can help them get there. RWS utilizes Project CEO which provides a structured Career Pathway coaching plan that includes:</p> <p>Career Exploration Activities include exploration in specific areas:</p> <ul style="list-style-type: none"> <li>• Interest: What job activities interest you? <a href="#">ResCare Career Pathways Explorer (Woofound)</a>, <a href="#">Interactive Career Exploration</a></li> <li>• Values: What is most important to you in a career? <a href="#">Virginia Education Wizard</a></li> <li>• Vision: What kind of lifestyle do you desire for your future? <a href="#">Texas Reality Check</a></li> <li>• Skills: What skills do you have or are willing to develop? <a href="#">O*Net Skills Search</a></li> <li>• Training: How long are you willing train for the skills? <a href="#">Training that best fits your needs</a></li> </ul> <p>Job Market Research tools help answer questions like:</p>

	<ul style="list-style-type: none"> <li>• What does the job market look like? Woofound, <a href="#">My Next Move</a>, <a href="#">Occupational Outlook Handbook</a>, <a href="#">O*NET OnLine</a></li> <li>• High Demand Careers: What careers have a bright outlook? <a href="#">Declining Employment</a>, <a href="#">Fastest Growing</a>, <a href="#">Largest Employment</a>, <a href="#">Most New Jobs</a>, <a href="#">Most Openings</a>, <a href="#">Demand Occupations</a></li> <li>• High Demand Careers: What careers pay well? <a href="#">Highest Paying</a></li> <li>• Career Decision: What career pathway will you chose?</li> </ul> <p>Job Readiness Activities: Job Developers will work with youth to enhance their job readiness through role-play in work-related scenarios, “Personal Shopper” assistance for professional attire from Dress for Success, and through various workshops. Facilitators can range from community partners, employers, and staff. Workshop and ResCare Academy courses include workplace basics, employer expectations, communication, resume development, addressing cultural differences, teamwork, conflict resolution and other soft skills. Incentives are provided to those who participate and complete prescribed activities.</p> <p>Job Search / Job Placement resources include:</p> <ul style="list-style-type: none"> <li>• ResCare Academy: <a href="#">Get Ready Get Hired - Effective Interviewing</a></li> <li>• ResCare Academy: <a href="#">Get Ready Get Hired - Building an Effective Resume</a></li> <li>• ResCare Academy: <a href="#">Get Ready Get Hired - Developing an Effective LinkedIn Profile</a></li> <li>• Resume Development: <a href="#">Resume Hero</a> and <a href="#">Career Builder</a></li> <li>• Online Job Boards: <a href="#">Nevada Job Bank</a>, <a href="#">ResCare Talent Market</a>, the talent portal developed to match local job seekers to employers and job listings.</li> <li>• LinkedIn Profile: <a href="#">LinkedIn</a></li> </ul> <p>Follow up Services: Under WIOA, the quality and quantity of follow-up has been enhanced to ensure young adults who have exited the program are continuing with employment, postsecondary education, and the pursuit of their chosen career pathway. We have adopted an “alumni” mentality. As young adults exit services they are provided with a toolkit/portfolio that includes all of our contact information, a schedule of program activities they can attend (including the hours of the day team members are available for drop-in services), a list of community resources, and copies of their resume and credentials/certificates gained. We collect from young adults all of their contact information, including information for at least two other people who will always know how to reach them. We also request signed releases to maintain contact with their employer or the postsecondary institution they are attending. Throughout the follow-up period of at least 12 months, young adults are invited and encouraged to attend program activities that will continue to enhance their success. Additionally, we engage successful past participants as role models for young adults who are still in the program. Additional follow up services will include Monthly contact, Mesquite Youth Hall of Fame, Alumni Program and Incentives.</p> <p><b>Flow process: See *Participant Flow outlined above.</b></p>
Program Management	
<p><b>Staffing Structure:</b> <i>Insert staffing ratio commitment in space provided. Describe role</i></p>	<p><b>We are projecting a 27 to 1 participant to direct staff ratio.</b> Career Coaches and Job Developers will be Life Coach certified within 6 months of program implementation.</p>

<p><i>and expectations of each program staff member, particularly Career Coaches &amp; Job Developers. Describe how you will ensure Job Developers are interfacing with WC's Business Engagement Specialist Team</i></p>	<p>Shared with OSCC:</p> <ul style="list-style-type: none"> <li>• Project Director – program oversight</li> <li>• Project Accountant – fiscal oversight</li> <li>• Human Resource Specialist – staffing, payroll, HR</li> <li>• Quality Assurance and Performance Specialist – quality and performance</li> </ul> <p>Shared with Mesquite ADW:</p> <ul style="list-style-type: none"> <li>• Career Coach - Career Coach has expertise in career development, career counseling techniques, administration and interpretation of assessments, career information resources, etc. and is able to explain the employment and training services as related to adult, dislocated worker, and youth populations, including special populations. Career Coach will outreach youth and lead group orientations and workshops and provide one-on-one career coaching.</li> <li>• Job Developer - Job Developer has expertise in creating job opportunities for adults, dislocated workers, and youth by researching, identifying, and soliciting possible sources of employment. They explain the process and practices for gainful employment related to adults, dislocated workers, and youth including special populations. Their activities are dedicated exclusively to engaging industry and coordinating work related activities for program participants. Job Developers collaborate with BEST through prescreening event referrals, job fairs, employer engagement through Chambers of Commerce, On the Job Training, Work Experience, ResCare National Employers, and by providing Supply &amp; Demand and ResCare Talent Market job posting information for new employer engagement. Job Developers have a monthly enrollment and placement goals which will ensure they interface with BEST. Job Developers will have a shared outreach role with the Career Coach.</li> </ul>
<p><b>Quality Control:</b>  <i>Describe how your program will be managed and what steps will be taken to control the quality and integrity of program components (regulatory compliance, quality of service delivery, One-Stop Delivery system co-branding, etc.). Describe your professional development plans for program staff.</i></p>	<p><b>Standard Operating Procedures and WC mandated policies will be provided to WC by September 30, 2016.</b></p> <p>Talent Development Manager and/or Quality Assurance Specialist reviews paper and OSOS file at the time Supportive Service or Training requests are submitted for approval by management for eligibility, documentation and data validation and consistency on a daily basis. Files and system records are reviewed a second time before they are submitted to WC each week. On a daily basis, Quality Assurance &amp; Performance Specialist reviews paper and OSOS files for compliance including timely data entry, contacts and follow up and to capture performance outcomes. Career Coaches use standardized report templates to track transfer files and new enrollments. Weekly reports are reviewed by TDM and QAS for compliance and including status, last contact, and next steps ensure activities are documented accurately and timely.</p> <p>RWS conducts a 3-level monthly file review and ResCare's Best In Class® (BIC) quality improvement and measurement system assesses operational conformance federal, state, local, WC and RWS policies and procedures on a quarterly and annual basis.</p> <p>As the One-Stop Operator, RWS has fully implemented a cobranding strategy and ensures communications originating from RWS staff follow WC branding guidelines and branding and communication is centralized</p>

	<p>through the HR/Office Manager.</p> <p>ResCare provides over 4,000 courses for staff development. Staff will become Life Coach certified through Coach U within the first 6 months of program implementation and will benefit from knowledge and resources gathered from WIOA Youth-related forums and conferences. Staff participates in policy and procedure training and receives individual technical assistance as needed. Managers mentor to develop key competencies for future leaders.</p>
<p><b>Subject Matter Experts</b>  <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth &amp; Adult with Disabilities, Re-Entry Youth &amp; Adult, &amp; Foster Youth). Describe the expected educational and/or experiential backgrounds of staff providing subject matter expertise.</i></p>	<p>RWS ensures content-expert services are provided to special populations by identifying staff members who have previous related experience providing workforce development services to special populations. RWS resources, expertise and best practices provide a foundation that ensures services are well-thought out and delivered appropriately. Knowledge and experience is gained through community involvement, partnerships with specialized agencies and organizations, and participation in volunteer opportunities directed toward special populations. Educational Background: 4 year related degree or 2 year degree and 2 years of related experience or High School equivalency and 5 years of related experience; Specialization: Credentials and related training certificates from recognized workforce development institutes such as Dynamic Work Institute and Workforce180; Experiential Background: Resume and Letter of recommendation and/or testimonial demonstrating passion to serve and first-hand experience providing services to and working for an agency, organization or employer in a related field and/or position. Ongoing staff development is provided through RWS national SME projects and leaders as well as industry-recognized training resources. Staff will become Life Coach certified through Coach U within the first 6 months of program implementation.</p>

**Performance Management:**  
*Describe your specific plan to manage and obtain successful performance outcomes, including program services and design features, specific partnerships that will facilitate outcomes and internal mechanisms to measure incremental benchmarks. Please also complete the table included in this section to communicate your plans by Quarter.*

RWS' program services and design features ensure that Job Seekers are registered in OSOS at the time they enter the One-Stop. With each encounter, RWS staff case notes the interaction and results building an individual story. Internal mechanisms that ensure RWS meets contracted performance goals and common measures include OSOS registration records and reports, sign-in sheets, and tracking logs to develop performance reports maintained by the Project Director and Quality Assurance & Performance Specialist. Individual staff performance goals reflect contract and common measures are reviewed every 6 months. As needed, Quality Improvement and Corrective Action Plans are developed at local and corporate levels. We provide staff with performance feedback on an individual and project basis through weekly score cards. Specific goals are established for all performance measures as outlined in the contract and Scope of Work. RWS tracks actual performance by quarter and will influence outcomes by setting weekly goals and reviewing reports from Career Coaches and Job Developers with verification of date entry and outcomes documented in OSOS by TDM and Quality Assurance and Performance Specialist. To ensure positive outcomes, RWS requires frequent communication with youth at least every two weeks through any means necessary including texting and calls, and off-site engagements at school or training providers or employers. The key is to go to them rather than requiring them to come to us. If we delay, they will disappear. Because their overall goal in the ISS is their career goal, when they meet their ISS goals or are on their career pathway, we will exit them and follow-up.

PY15 Carry In Participants: \_\_0\_\_

Quarter	1	2	3	4
New Enrollments	5	10	7	5
Exiters	0	5	5	10

**Contact Person & Information:**  
*Include the name, title, address, phone number and email of the person who will be the main point of contact for this program.*

Lynn Hoffman, Project Director, One-Stop Operator  
ResCare Workforce Services  
[lynnhoffman@rescare.com](mailto:lynnhoffman@rescare.com)  
Office: 702-822-4202  
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**FORM 1**

**TITLE PAGE**

*(Please print all information on this page)*

**RFP Title:** Mesquite OSAS

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**Organization/Agency Information**

**Name of Organization:** The Salvation Army

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**Organization's Address:** 2900 Palomino Lane Las Vegas, NV 89107

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**Contact Person:** Elsie Lavonne Lewis

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**Email Address:** lavonne.lewis@usw.salvationarmy.org

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**Phone #:** (702) 870-4430

**Fax#:** (702) 870-4391

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**Federal Tax I.D. #:** 94-1156347

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## **Executive Summary**

The Salvation Army (TSA), a Faith Based organization, has been providing services to low-income adults, dislocated workers and homeless persons in Southern Nevada for over 63 years with a 10-year history in Mesquite, Nevada. TSA's mission is to meet human needs without discrimination. Recognized throughout the community as a premier social services organization, TSA, Southern Nevada administers a yearly budget of over ten (10) million dollars with over three million dollars in grants and awards, while exceeding all performance measures. In Mesquite Nevada, TSA has been designated the Family Resource Center by the State of Nevada and receives funding for same. We have a 20 year history of providing successful high quality vocational training programs. In partnership with Nevada Partners, Incorporated (NPI) we will provide the youth program. NPI has been administering youth programs in Nevada for over 24 years. NPI has a nationally recognized career center which brings together services such as Adult Education, Wagner-Peyser programming and occupational skills training. TSA has housing services and can provide housing assistance in the Mesquite area. Our services will include intensive case management, college and career planning, financial literacy training and entrepreneurship training. We will use the TSA 17 year successful Vocational Training Program model for providing the required services for adults and dislocated workers. The Program will partner with Job Connect for job search and job placement services and with the College of Southern Nevada, and The Learning Center to provide occupational training in the Governor's Economic Development Plan including Health and Medical Services; Information Technology; Clean Energy and Tourism, Gaming and Entertainment. The Program will outreach to the local community through our already existing programs which currently serve over 400 low income families a month in the Mesquite/Overton/Logandale area.

## **Demonstrated Ability**

The Salvation Army (TSA) has been providing services to low-income adults, dislocated workers and homeless persons in Southern Nevada for over 63 years. The Salvation Army accomplishes its mission by providing emergency care to low income families, adults and dislocated workers. The Workforce Connections (WC) Mesquite Adult and Dislocated Workers and Youth One Stop Program will utilize the TSA 20 year successful Vocational Training Program model for providing the WC required services. TSA administered a Workforce Connections One Stop Program in the year 2014-2015 for \$250,000. We exceeded the federal guidelines for placements by 28%. We were able to place 83 people during the period and met all goals as established by the grant. TSA has delivered successful Vocational Training programs in the Las Vegas area for over 20 years. We have partnered with the College of Southern Nevada to present a culinary training program which graduated its 41st class of culinary students in April. We have a model for providing the essential skills training, on-the-job training, job development, occupational training, job search, and job placement to meet the performance measures. Our services also include intensive case management, college and career planning, wraparound services, job placement assistance, occupational skills training, tutoring, mentoring, financial literacy training, and entrepreneurship training. Our Mesquite Family Resource Center also provides food boxes, Supplemental Nutrition Assistance Program (SNAP), Rental Assistance and Energy Assistance. The past success of the TSA Vocational Training achieving 74% placement of participants into jobs, and 85% job retention, will testify to our ability to perform the required services. The Cities of North Las Vegas and Las Vegas funded our Vocational program for the 2015-2016 year at \$60,000 and \$157,000 respectively. We have a goal of placing 30 people for the city of North Las Vegas and 65 for Las Vegas. In both cases we have exceeded our placement goals to date by 20 and 33% respectively.

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Our participants are recruited from homeless and low income populations. They are 52% African Americans, 10% Hispanics, and 38% Caucasians. They have little or no experience. We also generally serve 25% Veterans in this program while other TSA programs serve only veterans and veterans make up 55% of our Owens campus population. TSA administered over three million (\$3,000,000.00) in grants last year while exceeding all grant requirements. Our Mesquite operation serves only low income individuals and veterans in our Family Resource Center. At this center we administer over \$65,000 in government grants and raise ½ of the Mesquite budget through contributions. We will partner with Nevada Partners to provide the Youth services at the One-Stop Facility in Mesquite. Nevada Partners, Incorporated (NPI) is a community-based nonprofit organization located in North Las Vegas. Their mission is to build a healthy, sustainable community where all residents achieve their full potential through effective education, meaningful employment, safe and affordable housing, and vibrant civic and cultural engagement. Recognized as a model workforce development program by the White House in July 2014, they have administered \$27,794,348 in WIA programming to date, while exceeding federal performance measures. NPI has a 24 year history of providing high quality youth programming, including Workforce Innovation and Opportunity Act (WIOA) Youth Services, diversion and reentry programming, substance abuse prevention training, dropout prevention programming, leadership training, and summer youth employment programming. Their nationally recognized career center brings together WIOA services, Adult Education, Wagner-Peyser programming, occupational skills training, housing services in one location. NPI also offers GED preparation, vocational English classes, tax preparation assistance, free mental health services, pre-apprenticeship training, reproductive health services, and staffing services onsite. We expect to offer all these services at our Mesquite location for Adult and Youth participants. Currently, NPI provides employment and

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training services to 901 youth in 18 locations locally. This operation includes providing \$2,758,237 in high quality WIA services, while assisting 638 youth to graduate from high school and 540 to attend college or secure employment.

It is also important to note NPI has a rich history of establishing and/or supporting one stop career centers throughout Southern Nevada. In 2006, NPI co-located WIA services in Job Connect Offices to leverage additional programming for job seekers. This co-location provides a direct connection to labor market information, job openings, hiring events, job readiness classes, worker profiling orientations, veterans programming, vocational rehabilitation, and the re-entry programming in a one-stop career center model that spans North Las Vegas, East Las Vegas, and Henderson. We plan to get a commitment letter from the Department of Employment, Training, and Rehabilitation with the intent to co-locate veterans and vocational rehabilitation services in The Salvation Army's Mesquite One Stop Affiliate site. We have a commitment letter from the Veterans Center in Mesquite to work with The Mesquite One Stop to refer veterans to us for the services being offered. In addition we will develop and attend meetings of the local Society of Human Resource Management in Las Vegas. Our Director of Social Services is a Senior Human Resource Professional (current) and Our Director of Business is a current member of the organization and is a Senior Human Resource Professional (expired). Last month, Clark County awarded NPI a \$2.7 million dollar capital grant to expand NPI's career center building to establish a regional workforce development center. This Regional Workforce Development Center will offer occupational skills training in STEM fields, affording job seekers occupational skills training in aerospace, information technology, health and medical services, logistics and operations, tourism and gaming, film production, and pre-apprenticeship training. WIOA Mesquite participants will benefit from these training opportunities.

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## PROGRAM NARRATIVE

### Approach Youth

Over its many-year history, TSA and NPI have developed a comprehensive evidence-based program design to ensure clients progress through the project and secure educational/training credentials and employment services. The flow begins with the recruitment process whereby eligible adults and youth are currently recruited for services through one of our local sites, homeless services providers, partner agreements, walk-ins at our Mesquite location or outreach. In Mesquite we have over 300 people a week entering our Family Services facility seeking assistance. We will recruit from this group of individuals as well as other outreach areas in the Mesquite, Overton, Moapa, Logandale area. After recruitment, prospective participants will be given an orientation with an overview of the Workforce Innovation and Opportunity Act (WIOA), the Act's intent, the types of and nature of WIOA services, the goals of the program, the benefits of participation, program flow, and the client's rights and responsibilities. The orientation is followed by enrollment; a comprehensive intake process comprised of a program suitability assessment, a battery of career and skills assessments, including Work Keys for all clients, an intensive interview, an eligibility determination, and the development of an individual employment plan. This enrollment process also includes a review of the client's needs in the areas of housing, health, education, and finances. After enrollment, clients are afforded reengagement opportunities back into secondary education, vocational training, or employment services. As needed, a client may also receive supportive services, during the attainment of a degree/certificate, job training or job placement activities. Upon job placement, clients will receive job coaching and ongoing support for 12 months to ensure they maintain

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employment. TSA through its partnership with NPI will provide open access to all youth meeting qualifying barriers, yet with a priority to youth who are transitioning from multiple systems within Clark County; specifically, Clark County Juvenile Justice, Clark County Family Services, and Clark County Social Services. Currently, NPI at its Las Vegas operations contains satellite offices for Adult Education, Job Connect, Culinary Academy of Las Vegas, the Citizenship Project, VESOL courses to assist English Language Learners, and mental health counselors through UNLV Department of Psychology and Legal Aid. We will offer services to include mentoring and tutoring, customer service training, financial literacy workshops, and population specific programming through Planned Parenthood, the Parenting Project, PACT and CARE Coalition, Juvenile Justice Department and Community Courts.

TSA Mesquite youth program will provide comprehensive programmatic services for youth. All youth will be formally assessed using the Work Keys and CareerScope Assessment tool. These assessment tools will be used by our case manager to determine the occupational skills training appropriate for each youth and adult, as well maintain the ISS current. Once the youth is formally assessed, they will begin navigating their way through TSA/NPI's four-tier program design: education, leadership development, civic engagement, and employability.

These leadership classes and workshops consist of a battery of life skills training classes and employability. The life skills training classes are designed to create and maintain physical, mental and emotional health. Youth will also attend workshops based around gender specific needs, mentoring projects, college and career mentoring, financial literacy, tutoring, entrepreneurship training and horticulture education.

Civic engagement opportunities are designed to provide youth opportunity to give back to their communities. Youth will participate in community service projects by helping others within

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their community through community clean-ups, volunteer time, and mentoring opportunities so youth gain a deeper understanding of themselves and their world.

Employment readiness is the final tier of programming. Youth will participate in a forty-hour Life Skills and Work Readiness training. Youth will learn employability skills related to securing and maintaining employment. Upon successful completion, clients participate in a 150 hour subsidized work experience with partner employers in the local or surrounding areas. Youth will be placed within the partner agencies within the community to receive a meaningful work experience. TSA's goal is to utilize the youth's work experience and lead them to permanent employment with the host site.

The partnerships of the Salvation Army and Nevada Partners will provide an umbrella of services for programmatic support and total wraparound services. Through the enlistment of support, our partners will provide supplemental programming and support for youth experiencing hardships. During enrollment, case managers will identify significant barriers and thus, accessing our partners and Salvation Army resources and assistance to help remove said barriers. Case managers will integrate specific programming needs within the Individual Service Strategy (ISS) during intake and leverage referrals and supplemental resources from Clark County School District, Adult Ed and CSN, the Library District, Juvenile Justice System and Regional Courts, Mesquite Family Resource Center, local churches Clark County Social Services, Title 1 HOPE, Hope for Prisoners, and Opportunity Village. TSA/NPI and many of our partners will conduct programs specific to the needs and barriers experienced by the youth. Planned Parenthood will offer workshops to youth as well, train the trainer opportunities for NPI staff, UNLV will provide mental health counseling as prescribed by the case manager, youth and UNLV staff. The Center will conduct and provide population specific counseling and

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support resources, the Family Nurse Partnerships will assist with youth who are pregnant/parenting with prenatal care and external resources, and PACT and CARE Coalitions will contribute to substance prevention and education.

Nevada Partners unique and innovative approach to workforce development is geared towards in-demand jobs under the Governor's Economic Plan, career assessment, and general inquiry and ability by the youth. Utilizing the Labor Market Information (LMI) provides NPI insight on in-demand jobs for youth entering the workforce. NPI ensures participants are placed appropriately, with proper knowledge from training providers by utilizing the Eligible Training Provider List provided by Workforce Connections. More specifically, field experts and staff expose youth to STEM oriented careers through STEM programming exposure. STEM workshops are facilitated by field experts and mentors who engage youth into group discussions, experimentation, and job shadowing exposure.

NPI maintains an extensive network of partnerships to ensure participants are afforded a comprehensive array of wraparound services. This network includes the 64 entities represented in NPI's national initiatives as well as nearly 1,000 employer partners. Each of these partners refers clients to NPI for education, employment and training services, while providing an array of complementary services. These partners will be available to our Mesquite clients.

The evidence-based services to dropout youth will include our evidence-based case management approaches and Substance Abuse and Mental Health Administration (SAMHSA) approved curriculum, Life Skills training. Our approaches to case management are focused on principles and theories of change and intervention. From enrollment to follow-up, youth will include best practices to effectively assess risk factors and identify immediate risks that may affect personal success at intake. TSA/NPI case managers will identify intervention strategies related to

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personal/professional barriers by implementing evidence-based curriculum/mentor programs to reduce recidivism within high-risk activities otherwise hindering success. UNLV continues to support NPI mental health needs to address the cognitive behavioral and social learning necessary for youth to be confident and in control to meet the developed goals with his/her case manager. Nevada Partners youth staff assigned to this project are degreed and/or certified in mental/behavioral health and human services thus help to maintain fidelity and address youth responsibility. Additionally, the expertise of the staff continues to evaluate program effectiveness and intervene as needed. To complement case management, the Life Skills training curriculum is progressive to help promote change and to focus on the maintenance of physical, mental and emotional health. The curriculum identifies the influential factors that dropout youth experience from substance abuse, media influences, the inability to make strong choices and decisions that ultimately affect long term goals and success.

#### **Approach /Adults**

The flow begins with the recruitment process whereby eligible adults are recruited for services throughout the local communities. In Mesquite we have over 300 people a week entering our Family Services facility seeking assistance. We will recruit from this group of individuals as well as other outreach areas in the Mesquite, Overton, Moapa, Logandale area. After recruitment, prospective participants will be given an orientation with an overview of the Workforce Innovation and Opportunity Act (WIOA), the Act's intent, the types of and nature of WIOA services, the goals of the program, the benefits of participation, program flow, and the client's rights and responsibilities. The orientation is followed by enrollment; a comprehensive intake process comprised of a program suitability assessment, a battery of career and skills assessments, including Work Keys for all clients, an intensive interview, an eligibility

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determination, and the development of an individual employment plan. This enrollment process also includes a review of the client's needs in the areas of housing, health, education, and finances. As needed, a client may also receive supportive services, during the attainment of job training or job placement activities. Upon job placement, clients will receive job coaching and ongoing support for 12 months to ensure they maintain employment. TSA will provide open access to all clients meeting qualifying barriers, yet with a priority to veterans, adults with disabilities, and re-entry populations. We will offer services to include mentoring and tutoring, customer service training, and financial literacy workshops.

TSA Adult and Dislocated Worker program will provide comprehensive programmatic services for all. All clients will be formally assessed using the Work Keys and CareerScope Assessment tool. These assessment tools will be used by our case manager to determine the occupational skills training appropriate for each adult, as well maintain the ISS current. Once the client is formally assessed, they will begin navigating their way through TSA's three-phase program design. Phase I will include intake and job readiness with the Essential Employment Skills classes teaching soft skills to improve job readiness. The Vocational Training program teaches the soft skills such as communication, problem-solving, teamwork, interpersonal skills and personal qualities in the Essential Employment Skills classes to prepare them with the job readiness skills to obtain and maintain employment. Participants are also taught basic computer skills, financial management, resume writing and interviewing techniques. Participants are also assessed during this period to determine their career goals and aptitudes. An Individual Employment Plan is developed with each participant with goals and objectives to meet the WIOA Common Measures. In Phase II participants conduct job search or enter training based on their assessment and interest. Clients are informed of their skills as indicated in their career

assessments but may decide to pursue other interests. As long as they are compliant with the rules and regulations they may pursue their interests. An Individual Employment Plan detailing the performance measures to be met based on participant needs, vocational skills and education will be developed and regularly assessed. Case managers complete weekly written case notes and evaluations during one-on-ones with clients and update their Individual Employment Plan to ensure that performance measures are managed and regularly monitored. Case Managers conduct follow-up services once the clients secure employment to ensure retention on the job. Case managers' follow-up bi-weekly with the client addressing needs to ensure success on the job and contact employers to assess participant's job performance and identify needs for supportive service to help them to retain their job. During Phase III (1-3 months) participants re-enter the workforce with job placement secured. Follow-up will be provided at 3 months, six months and one year to participants to assess their job retention and need for supportive services. Our staff of case managers, intake and outreach personnel, and job developers will serve the participants proposed for the Workforce Connections Program. Clients are able to assess all Salvation Army services for which they are eligible for the entire duration of their training and employment. They may receive food baskets, rental assistance and other services for which they may be eligible.

When needed, participants will be referred to other organizations for supportive services needed that we cannot provide. Those lacking identification will be assisted with applying for Social Security cards and Nevada Identification. For immediate income they will be assisted with applying for public benefits programs through the Nevada Department of Social Services for TANF, SNAP, and Medicaid. Social Security Administration for SSI, or the Veterans Administration. All of these applications are available at our Mesquite Family Resource Center

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co-located with the program. For substance abuse or mental health treatment they will be referred to the Southern Nevada Adult Mental Health Services or Westcare. For immediate medical attention they will be referred to the Mesa View Regional Hospital located in Mesquite Nevada. Other supportive services will be arranged as needed through nonprofit organizations such as Help of Southern Nevada, Catholic Charities, Rescue Mission, Lutheran Social Services, Legal Aid Society, The Salvation Army Adult Rehabilitation Center and others.

One source of Occupational training is provided through the College of Southern Nevada Culinary Training Program. Other occupational skills training will be provided across the industry sectors identified by the Governor's Economic Development Plan including Healthcare and Medical Services; Information Technology; Clean Energy and Tourism, Gaming and Entertainment. Our Job Developers have established contacts with employers across the Las Vegas Valley. We will also be establishing contacts with employers in the Mesquite area as well as St. George Utah which is the closest city to the Mesquite area. Our case managers and job developers will monitor job listings in the area to see what job skills are required and then offer training to our client population to obtain these skills. They will establish employer outreach strategies and working partnerships with employers that hire the respective population. They will conduct job fairs for our population and the community at large.

The Salvation Army serves low-income individuals and households and homeless adults as one of the primary missions of the organization. In Mesquite we are located in the older part of town where most of the lower income residents reside. We have served the Mesquite community for over 10 years. At our Las Vegas location we offer a full culinary training program in conjunction with the College of Southern Nevada. This program would be available to our Mesquite enrollees with housing provided for their 10 week stay in Las Vegas while training. This would

allow them to get work experience as well as culinary training. We also offer a residential program in Las Vegas so our clients may live on site while they attend training and conduct their job search. This would be available to our Mesquite clients if desired. The Homeless Services Program and the Family Services Program provide supportive services, homeless prevention, rapid re-housing, assistance with applying for public benefits and locating identification, supportive housing, and emergency shelter to participants including adults, dislocated workers, Veterans, ex-offenders, individuals with disabilities and individuals with significant barriers to employment. The Vocational Training Program serves these at-risk populations serving 250 homeless adults annually, including 16% with mental and physical disabilities, 24% ex-offenders, and 10% veterans. All the adults served have significant barriers to employment. We will also be able to serve the Veteran priority. The Salvation Army Veterans Services provides supportive services and rapid re-housing to 200 Veterans per year. A contract with the Veterans Administration provides supportive housing to over 55 Veterans annually who live on our Owens campus. The VA Grant and Per Diem Program provides substance abuse treatment to 180 Veterans per year, and the VA Contract Intermediate Housing Program provides housing to 60 per year, These programs allow us to serve a total of over 400 Veterans a year.

**Program Staffing and Case Management Strategy:**

The staffing plan includes the program director with over 15-plus years technical, education, and program design experience and 5 years of WIA experience. The program director is responsible for the program oversight, performance management, reporting and compliance, budget oversight, training and developing support staff. A job developer with adult/youth programming experience will provide logistic, intake and programmatic support as well as maintain and develop employer partners for youth/adult work experiences and placement opportunities. The

job developer will work ½ time for youth and ½ time for adult and dislocated worker. One full time case manager will be hired for the Adult program and a contract will be entered into with NPI to provide the program management and case management services for the Youth portion. The Program Manager has the experience identified above and the case manager has 5-plus years' experience with professional WIA Youth Services responsible for intensive case management, career and vocational counseling, completing enrollments, and provisioning wraparound services. To ensure fidelity of quality case management and wraparound support, the adult case manager will serve 45 adults and the youth case manager will serve 30 youth. The program coordinator will assist during the intake process so the case managers may spend more time focusing on a prescribed program plan for each client.

#### **Outreach, Eligibility and Assessment**

TSA Mesquite will establish formal referral partnerships with entities routinely encountering out of school youth who are non-credentialed and unemployed individuals. These entities in Mesquite include the Regional Justice Court, the Churches, the local schools and others. TSA Mesquite will also include conducting orientations throughout the community and conducting outreach in the outlying areas. We will use social media and the Salvation Army website as well as flyers to recruit clients for these programs. We will also leverage an extensive network of community partners. This network affords targeted recruitment of youth who are dropouts, adjudicated, foster/former foster, homeless, runaway, ELL, and youth with disabilities. This same network will allow us to recruit adults and dislocated workers who are veterans, adults with disabilities and Re-Entry Adults

The intake process begins with apprising the clients about the program, their rights, and responsibilities. This overview is followed by an interview to determine the client's background,

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barriers, needs, and resources, with attention to the client's professional experience, education, transferable skills, interests, and ability to qualify for federal workforce investment services.

During this process, prospective clients are typically required to provide proof of residency, right to work, identification, and selective service registration if appropriate. The case manager may also review the client's resume, copies of certifications or other information germane to determining an appropriate course of action and making an eligibility determination.

TSA takes a multipronged approach to assessment. It begins with the intake process and is followed by a battery of assessments designed to assess client's interest, skills, and aptitudes by occupation. This battery includes work Keys, Career Scope, CASAS, and the Self-Directed Search. Each of these is a validated career assessment. The third prong of TSA's assessment structure is motivational interviewing throughout case management process as the client's individual employment plan (IEP) or progress evolves.

#### **Adult and Dislocated Worker – Individual Employment Plan**

TSA will jointly develop an Individual Employment Plan with each client participating in the program. The plan will be developed by the client and the Career Specialists which will identify the participant's employment goals and determine the combination of services needed for the participant to be successful. We will assess in these areas – career assessment, goals and objectives, skill/training required to achieve employment goal, educational barriers, occupational barriers, support services needed. The necessary essential ingredient for developing an effective IEP is to have a participant that understands the goals of the program. The Career Specialist will work with the participant to develop a complete IEP that includes sustainable career pathways that focus on reasonable long term career goals and upward mobility. TSA will work with the participant to establish that the IEP is a road map giving us directions on how we get from where

they are, based on their assessment to where they want to be – a career that is rewarding and enjoyable. The IEP is based on individual needs. It may include goals pertaining to Basic English, math, job interests, aptitude and ability, job readiness and training. Depending on the assessment, it will also address barriers to employment such as low math skills or poor communication skills and other barriers such as child care needs, transportation needs, housing needs, and medical needs.

We will schedule regular classes for all participants in Life Skills, and other necessary classes to make them job ready. We will use ETPL providers, TSA staff and outside trainers to provide the necessary classes. We will refer our participants to our Family Resource Center for food and rental assistance, if needed. Referrals will also be made to other community resources to meet many of their personal needs including Clark County providers such as HELP of Southern Nevada, Catholic Charities, and Lutheran Social Services. We can provide transportation, work cards, work clothes and other needs of our participants. Eligible Adult and Dislocated Workers will be interviewed during a pre-orientation upon recruitment through our Job Fairs and other local community resources. The Workforce Connections Program will provide services in three phases. Orientation takes place weekly. Phase I will include intake and job readiness with the Essential Employment Skills classes teaching soft skills to improve job readiness. The Vocational Training program teaches the soft skills such as communication, problem-solving, teamwork, interpersonal skills and personal qualities in the Essential Employment Skills classes to prepare them with the job readiness skills to obtain and maintain employment. Participants are also taught basic computer skills, financial management, resume writing and interviewing techniques. An Individual Employment Plan is developed with each participant with goals and objectives to meet the WIA Common Measures. In Phase II participants conduct job search or

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enter training based on their assessment and interest. This second section of the training will train participants in effectively completing applications, resume writing and successful interviewing skills, including mock interviews. Other skilled-based classes are offered to our participants including computer skills and financial management. Participants work closely with their career specialist to insure that they have chosen a compatible field and have all the tools necessary to be successful in the program. The Individual Employment Plan detailing the performance measures to be met based on participant needs, vocational skills and education will be regularly assessed to indicate progress and necessary changes. Career Specialists complete weekly written case notes and evaluations during one-on-ones with clients and update their Individual Employment Plan to ensure that performance measures are managed and regularly monitored. During Phase III (1-3 months) participants re-enter the workforce with job placement secured. Follow-up will be provided at 3 months, six months and one year to participants to assess their job retention and need for supportive services. Our career specialist and job developer will serve the participants' proposed for this Program. Clients are able to access all Salvation Army services for which they are eligible for the entire duration of their training and employment. They may receive food baskets, rental assistance and other services for which they may be eligible.

When needed, participants will be referred to other organizations for supportive services needed that we cannot provide. Those lacking identification will be assisted with applying for Social Security cards and Nevada Identification. For immediate income they will be assisted with applying for public benefits programs through the Nevada Department of Social Services for TANF, SNAP, and Medicaid. Social Security Administration for SSI, or the Veterans Administration. For substance abuse or mental health treatment they will be referred to the

Southern Nevada Adult Mental Health Services or Westcare. For immediate medical attention they will be referred to the Mesa Medical Center in Mesquite. Other supportive services will be arranged as needed through nonprofit organizations such as Help of Southern Nevada, Catholic Charities, Rescue Mission, Lutheran Social Services, Legal Aid Society, The Salvation Army Adult Rehabilitation Center and others.

Occupational training is provided through the College of Southern Nevada Culinary Training Program. Other occupational skills training will be provided across the industry sectors identified by the Governor's Economic Development Plan including Healthcare and Medical Services; Information Technology; Clean Energy and Tourism, Gaming and Entertainment. Our Job Developers have established contacts with employers across the Las Vegas Valley. We will be developing contacts in Mesquite and the surrounding community and St. George Utah.

Transportation, housing, rental assistance and food services will be provided to participants on an as needed basis as long as participants are compliant with the rules and regulations established by both the Workforce Connection and TSA policies and procedures. Phase III consist of participants applying for jobs and completing the training necessary to be gainfully employed. Career Specialists conduct follow-up services once the clients secure employment to ensure retention on the job. Career Specialists follow-up bi-weekly with the client addressing needs to ensure success on the job and contact employers to assess participant's job performance and identify needs for supportive service to help them to retain their job. The participants will be supported through case management to continue to work toward their goals of long term employment. At every phase of the program, career Specialists will be ensuring that participants are engaged and progressing through the program to accomplish their goals and objectives. We

will use some focus groups and intense case management to assure that participants remain engaged.

### **Individual Service Strategy for Youth**

NPI uses a holistic strength-based approach to developing ISS. Using the SMART principles, NPI case managers develop plans detailing specific, measurable, attainable, realistic time-bound goals and objectives to guide the client's workforce development programming and services. Goals will be realistic to the participant's needs and will have a time frame that the goal must be completed. The ISS will identify immediate needs for comfort, safety and security. During the interview between the case manager and youth, determinants of education, personal development and long-term career goals will be identified. The case manager determines the immediate barriers hindering their participation in education, employment or training needs. The Case manager will review the ISS when speaking to the youth during monthly contacts to assess and support the client's progress. At the time of contact, the case manager will explore the client's need for supportive services to complete the objectives identified in the ISS and will leverage funding from any community resource available to break down barriers to employment for the participant. The case manager will notate all information on the MIS system, NV Trac regarding the participant progress and challenges.

As youth progress through the program, workshops and classes will be provided geared toward sustainability and self-sufficiency. These classes provide a thorough understanding of the tools and skills needed to successfully obtain a high school diploma or training certificate, and to pursue, gain, and retain employment. An array of programming will be maintained to assist clients with meeting their goals and objectives, including job club, pre-polishing workshops, job

fairs, soft skills training, budgeting classes, and other resources. Work experiences will be meaningful by placing youth in work environment of interests as outlined in the ISS. Work experiences may be used as a probationary period with employers who have the potential to conduct direct hires once the work experience ends. This will allow the employer and youth to work together on soft skills and professional development to specifically meet the needs of the current job. They will learn what forms of education and training are necessary to obtain such employment through guest speakers, field trips and on/off site career fairs. The mentor will be present in all career and education activities for support and offer advice at venues. NPI will provide or connect youth to additional soft skills training and vocational training as allowed to help in upward mobility.

### **Training and Development Activities**

For Youth, most training and work-based activities will be STEM orientated while meeting the demands of the Governor's Sector Initiatives. Youth will be directly exposed to programming and training elements related the Governor's training sectors. A core program component will provide information regarding STEM opportunities that represent all individuals and all ethnicities. With the advent of the regional workforce development center this program year, local residents will benefit from a full array of evidence-based STEM training and activities, including training in aerospace, healthcare, information technology, film production, and pre-apprenticeship training. Training in these areas will prepare participants for successful entry into local job opportunities. NPI will utilize its evidence-based intake and assessment process to identify participants appropriate for training and work-based learning activities. This process includes an assessment of client interests, aptitude, and soft skills to ensure optimal placement. Youth will attend workshops and seminars conducted by mentors from local businesses who

work within the STEM careers. Apprenticeship opportunities will be made available to eligible youth and adults and training in areas where they are deficient will be offered and encouraged so the participants are eligible and able to pass the entrance tests. Building Trades jobs are well paid and offer opportunities for advancement.

Adults will be offered training options available through the ETPL. They will also have the opportunity to participate in TSA Culinary training program in cooperation with the College of Southern Nevada. We will make training opportunities available to Adult and Dislocated workers with the option of providing transportation to the area where the training is scheduled. We expect to offer training and OJT opportunities in positions in the hospitality industry, building trades, information technology and manufacturing. We will partner with manufacturers and other plants moving into Clark County. These partnerships may be in close proximity to Mesquite and the surrounding area and should offer some employment opportunities once they are operational. We will assess our participants to determine who has the better possibility for success using our assessment tools when making a determination of who should be selected for a particular OJT or internship. Mentors will be assigned to our participants. We expect to conduct mentoring sessions with the participant and the mentor at least weekly. Some of the mentors may come from community volunteers after they have been trained and vetted for security purposes. Mesquite has a large number of retirees who may serve as role models for the youth, adults and dislocated workers.

### **Performance Management**

TSA will follow NPI's process for performance management. NPI has an extensive process for managing performance. To meet the attainment measure, NPI provides access to secondary

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education options. NPI will engage youth into traditional high school, alternative education through Delta Academy or Odyssey Charter School, or Adult Ed, to obtain a GED. NPI also provides educational support through credit retrieval, proficiency boot camps, group and individualized tutoring. To meet the employment placement measure, TSA will provide training in demand occupations to ensure job seekers are viable candidates. TSA also provides individualized staffing services, work readiness training, job leads, and subsidized employment opportunities. TSA/ NPI provides job coaching, soft skills training, and customer service training to ensure that clients are likely to be retained by their employer. In the case of the average wage increase measure, NPI supports wage increases by arming participants with resources to support higher wages such as paying for additional licenses and offering on-the-job training to build client capacity. All youth activities will continuously be updated through a pre-determined spreadsheet by case managers to monitor all program and work activities by each participant. Case managers will identify dates, attendance, and certification outcomes as outlined by the ISS and training needs for employment. Additionally, the spreadsheet will have monthly contact information regarding annual retention to ensure each youth is active in their employment, training and or post-secondary goals as outlined by his/her ISS. Additionally, to ensure all information is accurate and correct, ongoing communication between mentors, instructors and case managers will conduct bi-weekly meetings so all stakeholders will gain valuable information regarding the success and challenges of each youth. Upon update, each youth performance will be cross referenced against the MIS NV Trac performance reporting system to ensure data accuracy and performance outcome measures. NPI's internal quality assurance policy is a three-tier process. Initially, all new enrollments must be verified by the program director and lead case manager to ensure that a youth is eligible for the program prior to

entering data into the MIS NV Trac system. File maintenance and review is done on all files on a quarterly basis. Each case manager is paired with another to help ensure each file is in compliance by conducting desktop and file reviews. If a file is not in compliance, the responsible case manager has 48-hours to correct the file and thus, must be submitted to the director or lead case manager for review. In addition, the program director and lead case manager will conduct random pulls for quality assurance to test the overall fidelity and best practices of quality assurance and case management.

NPI carefully reviews youth who are approaching performance. One month prior to exiting clients, case managers will ensure youth have met minimally 1 measure. The communication level between NPI and our employment partners is strong and cohesive. Our partners willingly provide attendance, feedback and concerns at all times with the director and case managers regarding employment performance. NPI job developers and program directors conduct regular site visits bi-weekly to obtain timesheets, but to also touch base with the employers to make sure the experience is working well for both parties.

For Adults we will ask for employment confirmation in the second quarter after exit and get earning at that time. This will allow us to track and report on this performance measure. We will request employment confirmation after the fourth quarter after exit. Participants will be reviewed for their credential rate including post-secondary credential or diploma within 1 year after program exit. We will also track the number of participants who participate in education leading to a credential employment. For example we will track our participants who receive a cosmetologist or truck driving license and report in this area.

## **Follow-Up Services**

Upon participant evaluation, adults and youth will gain follow-up services upon exit. For an additional year, all participants will received continuous programmatic support and intervention as needed to ensure he/she maintains their employment and training pathways at exit. Case managers will maintain, minimally, monthly communication to verify and confirm employment and training and obtain any feedback. Participants will be required to meet face-to-face with their case manager to have conversations about his/her personal and professional progress. Furthermore, if new barriers or challenges are identified, the case manager will provide/connect needed mentoring/resources to the participant so that he/she can maintain the needed support for success. Programmatic options for all youth in follow-up will consist of an array of workshops and soft skill development opportunities focusing on employability workshops, job fairs, and soft skills training in customer service, IT and problem solving skills. Youth will also actively engage in financial literacy classes and motivational workshops with guest speakers.

### **9.1 Fiscal Narrative**

TSA has a 67 year history of sound fiscal management of federal, state, local and private grants. Our internal fiscal system is based on a management philosophy and operating style of accurate, current, and complete disclosure of the financial results of financially assisted activities made in accordance with the financial reporting requirements, a strong accounting system consisting of the methods and records to maintain accountability for the related assets and liabilities and methods of assigning authority and responsibility that contribute to an effective system of internal controls. It is our policy to comply with all applicable federal and state laws. We are a non-profit private foundation exempt from federal income tax under section 501(c) (3) of the



internal revenue code. In accordance with Generally Accepted Accounting Principles (or GAAP), we use the accrual basis of accounting and have a fiscal year end of September 30. It is our policy to engage an A-133 Single Act financial audit. We distribute our final audit report to granting and governmental agencies, as required. We consistently achieve unqualified A-133 audits. We maintain records which adequately identify the source and application of funds provided for financially assisted activities. These records contain information pertaining to grant or sub-grant awards and authorizations, obligations, unobligated balances, assets, liabilities, expenditures, and income. We currently use Shelby Accounting system to track income and expenses to each department, program and funding source established to identify, assemble, analyze, classify, record, and report transactions. Accounting records are supported by such source documentation as cancelled checks, paid bills, payrolls, time and attendance records, contract and subcontract award documents, etc. All of our accounting is performed at our Divisional Headquarters in Phoenix Arizona with the local organization preparing the documents for submission and a full review conducted at divisional Headquarters before any checks are issued or payments made. We use a system of internal controls to protect company assets, ensure the integrity and reliability of information, secure compliance with laws, policies, and procedures and ensure the performance of our business objectives. Internal controls are established, maintained and continually monitored by our Advisory Board, Executives and Senior Managers. An internal control structure consisting of policies and procedures is established to provide separation of duties and processes as an integral component that identifies the position and individual responsible with the day-to-day activities for various fiscal and administrative functions within the organization. Our Financial management capabilities include an established fiscal department staffed by qualified accountants and professional managers with

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extensive nonprofit management and audit experience. Monitoring the financial status of a grant or contract is a critical part of our effective financial management. Monthly (or as needed) the Grant Accountant prepares Financial Status Reports for each program by funding source for management. The Lead bookkeeper and Director of Business review these reports for accuracy. The Lead Bookkeeper submits billings to the funding agencies based on the accurate records for the month. The report reflects the overall budget, actual costs incurred, obligated costs and the amount remaining in the budget. The Grant Accountant meets with the Chief Operations Officer and Department Director to review financial and budgetary performance. Significant variances (threshold of greater than 10% variance) are investigated and resolutions to those variances are proposed and implemented.



- c. The Parties expressly represent and warrant to each other that: (1) each Party is not and shall not be construed to be an employee of the other, that the Parties' status shall be that of independent contractors, and that each Party is solely responsible for its actions and inaction; (2) each Party shall act solely as an independent contractor, not as an employee or agent of the other; and (3) neither Party is authorized to enter into contracts or agreements on behalf of the other Party or to otherwise create obligations of the other Party of any kind to third parties.
3. **Term of Contract.** The term of this contract shall commence and conclude in accordance with the Mesquite One Stop Grant award issued by Workforce Connections. Notwithstanding the foregoing, this Agreement may be terminated at the convenience of either Party on thirty (30) days' written notice to the other Party. On termination, each Party shall cease to perform any additional services. Termination shall not provide cause to give either Party a claim for damages for work to be performed after the time that notice of termination is served.
4. **Compensation and Payment.** The Parties agree that payments shall be exchanged for the performance of services rendered by the Parties under this Agreement, in accordance with the cost reimbursement grant issued by Workforce Connections.
5. **Indemnification and Legal Compliance.**
- a. Each Party (the "Indemnifying Party") shall indemnify, hold harmless, and, at the request of the other Party, defend the other Party (the "Indemnified Party") from and against any and all claims, losses, liabilities, penalties, costs, and expenses, including reasonable attorney's fees, established by judgment, alternative-resolution award, or determination of any administrative or regulatory body asserting authority over either party or the subject matter of this Agreement, arising from (a) any material breach of any provision of this Agreement or (b) the negligence or willful misconduct in the performance of obligations hereunder by the Indemnifying Party or any employee, agent, or other representative of the Indemnifying Party.
  - b. The provisions of this Section 5 shall survive the expiration or termination of this Agreement with respect to any claims or liability arising prior to such expiration or termination.
  - c. Each Party agrees, represents, and warrants to the other that it will abide by any and all laws, regulations, or other legal requirements applicable to its performing this Agreement. Each Party represents and warrants that it is not debarred or suspended from contracting with any government entity, and each Party will inform the other within five days if it becomes so. Each Party will notify the other within five days if it becomes subject to an investigation regarding its compliance with any laws, regulations, or other legal requirements applicable to its performance of services under this Agreement.
6. **Insurance.**
- a. TSA shall obtain and maintain throughout the term of this Agreement policies of insurance as required by law and described more particularly below:
    - Commercial General Liability insurance; said policy shall be written with limits no less than \$1,000,000 per occurrence and \$1,000,000 general aggregate.
    - Business/Commercial Automobile Liability insurance; said policy shall be written with a combined single limit no less than \$1,000,000.
    - Worker's Compensation insurance shall be written with limits in conformity with the laws of the state in which services are performed.
    - Professional Liability insurance; said policy shall be written with limits no less than \$1,000,000 per claim.



13. Governing Law. This Agreement shall be governed according to the laws of the state in which services are performed.
14. Entire Agreement. This Agreement and the exhibits identified herein constitute the entire understanding between the Parties hereto and supercede all previous agreements, promises, representations, understanding, and negotiations, whether written or oral, including without limitation any previous version of this or any other document, signed or unsigned, including correspondence and emails. Any revisions to this Agreement shall be in writing and executed and dated by authorized representatives of both Parties hereto.
15. Severability. If any provision herein shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Agreement is invalid or unenforceable, but by limiting such provision it would become valid and enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.
16. Notices. Written notice by either Party to the other shall be effective three business days after mailing by registered mail to:

If to TSA:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

with copy to

The Secretary for Business Administration  
 The Salvation Army  
 180 East Ocean Boulevard  
 Long Beach, California 90802

If to Collaborator:  
 Nevada Partners, Inc.  
 710 West Lake Mead Boulevard  
 North Las Vegas, Nevada 89030

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement on the date last below written:

THE SALVATION ARMY  
 a California corporation

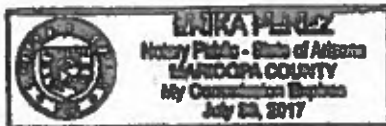
By: [Signature]  
 Its: LT. COL. JOE POSILLICO  
DIVISIONAL COMMANDER

Attest: [Signature]  
 Its: Notary  
 Dated: 5-10-16

Nevada Partners, Inc.  
 a Nevada corporation  
 Collaborator

By: [Signature]  
 Its: Chief Operations Officer

Dated: 5/9/16



## **ATTACHMENT A**

- 1. Nevada partners, Incorporated Will provide the Youth services identified in the grant application submitted by The Salvation Army to the Nevada Workforce Connections Board.**

## **Attachment B**

- 1. If the grant is approved, The Salvation Army will provide space for the Youth program associated with this grant to be conducted at our Mesquite Nevada Location.**
- 2. If the grant is approved, The Salvation Army will provide compensation as identified in the WIOA Grant budget for the services provided by Nevada partners.**
- 3. If the grant is approved, The Salvation Army will provide Job Development Services as provided in the grant (1/2 FTE).**
- 4. If the grant is approved, The Salvation Army will provide 4 computers for the conduct of the Youth Program at the Mesquite location.**





May 4, 2016

Major Kelly Ponstler  
Clark County Commander  
The Salvation Army  
P.O. Box 28369  
Las Vegas, NV 89126

Dear Major Ponstler:

At the request of The Salvation Army we are writing this letter which expresses the commitment and support of the Eureka Casino Resort for The Salvation Army's application to the Workforce Connections to provide a Mesquite Adult/Youth One Stop Affiliate Site. The site as proposed will serve both adults and in-school and out of school youth in training and finding good paying jobs or continuing their education. The program is designed to help the youth stay in school or if out of school return to school and get a diploma in order to continue their education or find a better paying job. This is a much needed service for Mesquite and the surrounding community.

The Eureka Casino Resort will cooperate with the Salvation Army office to identify and conduct outreach to the appropriate target populations. We look forward to working with the Salvation Army to provide jobs for enrollees and training opportunities.

Sincerely,



# Mesquite Veterans Center

840 Hafen Lane  
Mesquite, Nevada 89027  
(702) 346-2735



May 4, 2016

Major Kelly Pontsler  
Clark County Commander  
The Salvation Army  
P. O. Box 28369  
Las Vegas, NV 89126

Dear Major Pontsler

This letter expresses the commitment and support of the Mesquite Veterans' Center for The Salvation Army's application to the Workforce Connections to provide a Mesquite Adult/Youth One Stop Affiliate Site. The site as proposed will serve both adults and in-school and out of school youth in training and finding good paying jobs or continuing their education. The program is designed to help the youth stay in school or if out of school return to school and get a diploma in order to continue their education or find a better paying job. This is a much needed service for Mesquite and the surrounding community.

The Veterans' Center will cooperate with The Salvation Army Mesquite office to identify and conduct outreach to the appropriate target populations.

Sincerely yours,





May 4, 2017

Major Kelly Pontsler  
Clark County Commander  
The Salvation Army  
P. O. Box 28369  
Las Vegas, NV 89126

Dear Major Pontsler

This letter expresses the commitment and support of the City of Mesquite for The Salvation Army's application to the Workforce Connections to provide a Mesquite Adult/Youth One Stop Affiliate Site. The site as proposed will serve both adults and in-school and out of school youth in training and finding good paying jobs or continuing their education. The program is designed to help the youth stay in school or if out of school return to school and get a diploma in order to continue their education or find a better paying job. This is a much needed service for Mesquite and the surrounding community.

The City of Mesquite will cooperate with The Salvation Army Mesquite office to identify and conduct outreach to the appropriate target populations. We look forward to working with The Salvation Army to provide jobs for enrollees and training opportunities.

Sincerely yours,

A handwritten signature in black ink that reads "Andy Barton".

Andy Barton  
City Manager

---

City of Mesquite  
Andy Barton, City Manager  
10 E. Mesquite Blvd.  
Mesquite, NV 89027  
702.346.5297

# RESUME of CAPTAIN LISA A. SMITH

4836 Milorie Court

Las Vegas, NV 89130

(415)264-6174

## **SUMMARY of EXPERIENCE:**

Has administered varied social service programs including emergency shelter, transitional living, vocational training, veterans' services, and family welfare services

## **RECENT HISTORY:**

02/01/16- present: Interim Director Mesquite Service Center- The Salvation Army

Responsible for administering the day to day operations of a family service center, including fund raising, community relations, ordering supplies, food distribution and coordinating events. Supervising the Center's role in securing applications for social services from the State and Federal Government.

07/01/14- present: Assistant Director of Social Services Las Vegas, NV- The Salvation Army

Responsible for the oversight of both permanent and transitional housing programs, a trafficking victims support program, family welfare programs and vocational training programs. Attended community providers meetings, assisted with grant preparation and monitoring, worked with donor relations and coordinated provision of services

06/29/12-06/28/14- Director Homeless Shelter and Transitional Living Center- Modesto, CA

Was responsible for day to day operations of a 100 bed emergency shelter and 40 bed transitional housing program. Established program components and provided oversight to a 25 person staff.

## **EDUCATION:**

Master of Science in Addiction Counseling- Grand Canyon University, Phoenix, AZ, December 2010. Classwork included family counseling, juvenile counseling, group therapy and vocational counseling

Associate of Science in ministry –Crestmont College Rancho Palos Verdes, CA June, 2002. Classwork included theology, Bible, public speaking, business administration and finance

Bachelor of Science in Environmental Science – Arizona State University , Tempe, AZ December 1987 Classwork included biology, chemistry, and general liberal arts

**CAREER COMPETENCIES**

- Experience in developing and maintaining good relationships with community organizations and other business professionals.
- Outstanding interpersonal and communication skills. Detail oriented, self motivated, extremely adaptable, work independently with little or no supervision, team player, great organizational skills, problem solver, decision maker.
- Fluent in English, Spanish, and French. Proficient in computer software & Microsoft Office.

**PROFESSIONAL EXPERIENCE**

**Salvation Army – Social Services, Southern NV**

• **Vocational Services and Job Rehabilitation Coordinator. 04/15 - Present**

Oversee HUD Coordinated Intake and expand services to populations not living on campus to ensure smooth client transition into the vocational program services. Oversee concentrated job development efforts to ensure employment opportunities for program clients. Identify and establish relationships with employers to secure employment opportunities and engage drafts of MOUs and payment agreements that provide workforce development jobs for clients. Demonstrate knowledge of local occupational and industry specific trends for the state of Nevada such as the unemployment rates, current and projected, labor policies that affect supported employment services such as community perception of inclusion, compliance with ADA, and other disability related legislation that may affect our clients. Include client demographic data. Oversee on-site Employment Resource Fair for participating clients. Establish relationships with training providers that secures short term skills certification training classes and engage drafts of MOUs and payment agreements. Demonstrate knowledgeable of adult learning styles and the ability to facilitate academic components of vocational education. Establish referral system to CSN for all Work Keys referrals. Oversee CDBGs and FHN grant contracts to ensure training and job coaching deliverables are met per contract. Oversee the Culinary Arts Training Program funded through DETR and Job Connect successfully recruits and graduates 30 vocational clients and all contract deliverables are met. Oversee coordination of Courts Parole and Probation clients in the vocational transitional housing. Identify fund development opportunities in concert with Directors to improve services within the vocational program. Manage and oversee federal grant programming including understanding and creating budgets and submitting reports as required for each funded program. Establish schedule for room inspections to maintain safety by minimizing entry and use of contraband in the vocational housing facility and campus. Establish schedule for common area building inspections and report repairs needed, including HVAC and plumbing issues to maintenance. Approve work orders for repair work that is to be completed. Oversee training and administration for Med-Tech certifications for staff administering medications. Ensure that all narcotic prescriptions and OTC medications are secure in a locked cabinet. Ensure all medications that are administered to clients are fully documented and initialed.

**GNJ Family Life Center – North Las Vegas, NV**

• **Career Specialist (Workforce Investment Act (WIA) Adult and Dislocated Worker (ADW) Program). 03/13 – 03/15**

Uses appropriate individual and group counseling techniques to assist individuals with career decisions and career development planning. Assists individuals in identifying influencing factors in career decision-making, setting goals, identifying strategies for reaching goals, and in continually reassessing their goals, values, interests, and career decisions. Provides on-going assessment and evaluates assessment resources and techniques. Assists customers with preparing service plans geared toward employment and self-sufficiency. Responsible for case load and file maintenance. Provides ongoing follow-up to registered participants. Implements individual and group programs in a variety of areas such as assessment, decision-making, job seeking, career information, and career

counseling. Provides assistance to customers using computer-based career information systems, the Internet, and other online and community resources. Coordinates with other staff to ensure achievement of programmatic goals.

**Workforce Connections – Las Vegas, NV**

- **Program Analyst II. 10/11 – 03/13**

Develop strategies to analyze and improve WIA ADW and Youth programs performance outcomes. Gather and organize information on problems or procedures. Analyze data gathered and develop conclusions, solutions or alternative methods of proceeding. Review reports and confer with management and users about format, distribution, and purpose, and to identify problems and improvements. Document findings and prepare recommendations for implementation of new systems, procedures, or organizational changes. Design, evaluate, recommend, and approve changes of reports. Plan study of work problems and procedures, such as program change, communications, information flow, integrated production methods, or cost analysis. Analyze Federal Guidance and notices regarding relevance to current programs to include implementation. Review and provide input on policy and procedure revisions.

**Las Vegas Metropolitan Police Department – Las Vegas, NV**

- **Spanish Interpreter. 01/08 – 12/12**

Perform simultaneous and/or consecutive interpretation in the field or in a Department facility. Transcribe audio tape records from Spanish to English. Translate voluntary statements, evidentiary papers, and official forms from Spanish/English to English/Spanish. Attend interviews, meetings, and interrogations to provide interpretation service. Use bilingual skills to assist Department employees and the public in person and by telephone. Use bilingual skills to act as a liaison between the Department, other government agencies, and community organizations, and the general public.

**PROFESSIONAL EXPERIENCE**

**Catholic Charities of Southern Nevada - Las Vegas, NV**

- **Manager of Social Services. Plaza Service Division. 10/10 - 05/11**

Evaluate the work of staff and volunteers to ensure that programs are of appropriate quality and that resources are used effectively. Provide direct service and support to families and individuals, such as food, housing, and employment referral services. Recruit, interview, and hire or sign up volunteers and staff. Establish and maintain relationships with other agencies and organizations in the community to meet community needs. Establish and oversee administrative procedures to meet objectives set by grantors or senior management. Plan and administer budgets for programs, equipment, and support services. Prepare and maintain records, reports, and training manuals. Research and analyze member or community needs to determine program directions and goals.

- **Administration Officer. Plaza Services Division. 12/06 - 10/10**

Assisting Vice President, Directors, and Plaza Service Division Managers in the compiling and dissemination of information as well as summarizing a variety of informational and statistical materials. Maintains open communication with Executive Office, internal and external customers. Assist with interdepartmental letters and/or memorandums as well as completion of pre employment process and new hire packages. Responsible for Department purchasing/invoicing and related administrative support activities. Organizes and maintains various administrative, reference, and follow-up files for the Plaza Services Division.

- **Job Coach/Retention Specialist. Employment Services Center. 12/04 – 12/06**

Prepare and maintain records and case files, including documentation such as clients' personal and eligibility information, services provided, narratives of client contacts, and relevant correspondence. Develop individual work plans that fit clients' aptitudes, education levels, physical abilities, and career goals. Monitor and record clients' progress to ensure that goals and objectives are met. Confer with clients to discuss their options and goals so that work programs and plans for accessing needed services can be developed. Maintain close contact with clients during job training and placements to resolve problems and evaluate placement adequacy. Work with both clients and employers to maximize effectiveness of the program. Develop and maintain relationships with community referral sources, schools, and employers. Locate barriers to client's employment and work with them strategies for overcoming these barriers.

**EDUCATION**

- **Workforce Development Academy – ADW Certificate.** Workforce Connections and College of Southern Nevada, Las Vegas, Nevada. January 2015.
- **Aquatic Environmental Monitoring Assessment Certificate.** United Nations University, Reykjavik, Iceland. March 2004
- **Master of Science in Biochemistry.** University of Havana, Havana City, Cuba. February 2003.
- **Business Management, Public Administration and Public Relations Certificate.** Institute of International Trade, Havana City, Cuba. July 2001.

**PROFESSIONAL RECOGNITIONS AND AWARDS**

Commendation Letter from the Secretary of State Ross Miller for the work on a successful 2010 U.S Census. Annual Awards (1999), the Academy of Sciences from Cuba. Diploma of the World Organization of the Intellectual Property (2000). 40 + others Awards, Certificates, Diplomas, and Letters of Commendation.



Southwest Division

## JOB DESCRIPTION

Vocational and Residential Services Coordinator

**Location:** Vocational and Residential Services  
**Status:** Exempt  
**Supervisor:** Assistant Director of Social Services

### MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

### QUALIFICATIONS

- Bachelor's Degree in guidance and counseling, psychology, vocational rehabilitation or related field; or 6 years of experience working with individuals on a career path for higher employment opportunities, including the unemployed and homeless populations.
- Excellent knowledge of and ability to use current Microsoft software computer programs, including Word, Excel, as well as e-mail, and the internet.
- Excellent interpersonal, telephone and communication skills, both written and verbal.
- Excellent detail, organization and file management skills.
- Ability to work in a team setting with other professionals.
- Ability to maintain a self-motivated and self-directed schedule, address multiple projects in a timely manner and take projects from beginning through completion.
- Must possess a valid Nevada driver's license and pass a motor vehicle record check.

### RESPONSIBILITIES

#### **Educational and Program Contract Deliverables**

- Oversee HUD Coordinated Intake and expand services to populations not living on campus to ensure smooth client transition into the vocational program services.
- Oversee concentrated job development efforts to ensure employment opportunities for program clients
- Identify and establish relationships with employers to secure 30 – 90 day employment opportunities and engage drafts of MOUs and payment agreements that provide workforce development jobs for clients an submit to Director of Business for approval and signatures for payment.
- Demonstrate knowledge of local occupational and industry specific trends for the state of Nevada such as the unemployment rates, current and projected, labor policies that affect supported employment services such as community perception of inclusion, compliance with ADA, and other disability related legislation that may affect our clients and include demographic data.
- Oversee on-site Employment Resource Fair for participating clients.
- Establish relationships with training providers that secures short term skills certification training classes and engage drafts of MOUs and payment agreements to be submitted to Director and Business Manager for approval and signatures for payment.
- Demonstrate knowledge of adult learning styles and the ability to facilitate academic components of vocational education.
- Establish referral system to CSN for all Work Keys referrals and submit agreement and request for payments to Director and Business Manager for approval and signatures for payment.





- Oversee CDBGs and FHN grant contracts to ensure training and job coaching deliverables are met per contract.
- Oversee the Culinary Arts Training Program funded through DETR and Job Connect, responsible for recruiting and graduating 30 vocational clients a year. Assuring all contract deliverables are met.
- Oversee coordination of Courts Parole and Probation clients in the vocational transitional housing.

**Fund Development**

- Identify fund development opportunities in concert with Directors to improve services with the vocational program.
- Manage and oversee federal grant programming including understanding and creating budgets and submitting reports as required for each funded program.

**Transitional Housing Services and Building Maintenance**

- Establish schedule for room inspections to maintain safety by minimizing entry and use of contraband especially weapons in the vocational housing facility and campus
- Establish schedule for common area building inspections and report repairs needed, including HVAC and plumbing issues to maintenance. Approve work orders for repair work that is to be completed.
- Assure that clients housed in the Lied Housing are being case managed and following the recommendations of their case managers.
- Assure that all units are inspected on a regular basis and are in good repair.
- Supervise the Front Desk Clerks and the Lied Bridge Units Manager.

**Administration and handling of Narcotic prescription medications**

- Oversee training and administration for Med-Tech certifications for staff administering medications.
- Ensure that all narcotic prescriptions and OTC medications are secure in a locked cabinet.
- Ensure all medications that are administered to clients are fully documented and initialed.

Any other duties as assigned by the Director and Clark County Coordinator.

*This position has access to confidential and private information. It is essential that confidentiality and privacy be observed.*

**PHYSICAL REQUIREMENTS**

Qualified individuals must be able to perform the essential duties of the position with or without accommodation. A qualified person with a disability may request a modification or adjustment to the job or work environment in order to meet the physical requirements of the position. The Salvation Army will attempt to satisfy requests as long as the accommodation needed is reasonable and no undue hardship would result.

While performing the duties of this job, the employee is regularly required to walk, stand, climb, balance, stoop, kneel, crouch, crawl and reach with hands and arms on a continuous basis. The employee must regularly lift and/or move up to 20 pounds, frequently lift and/or move up to 50 pounds, and occasionally lift and/or move up to 75 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and ability to focus. The employee must have the ability to operate a telephone, desktop or laptop computer, as well as the ability to access and produce information from a computer, and to understand written information.



Southwest Division

## JOB DESCRIPTION

Vocational and Residential Services Coordinator

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

**E. LAVONNE LEWIS**  
2020 Spring Rose Street  
Las Vegas, Nevada 89134  
(702) 838-4768  
(702) 838-4769 (fax)  
Elewis2499@aol.com

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### SUMMARY

Senior Management Director with over 30 years' experience. Expertise in all functional areas of management in diverse domestic and international environments. Worked for Fortune 500 firms in senior management levels.

- Compensation
- Benefits
- Recruiting
- Diversity Planning & Implementation
- Strategic HR Planning
- Workers Compensation
- Training and Employee Development

### PROFESSIONAL EXPERIENCE

The Salvation Army (9/2013 to Present)

#### **Director of Business**

Assist the Clark County Coordinator and the Advisory Board in managing all business and finance operations for each program and service in Clark and Nye Counties in accordance with The Salvation Army Policies and procedures

Las Vegas Clark County Urban League, Las Vegas, Nevada (3/2009 To 8/2013)

The designated Community Action Agency for Clark County Nevada

#### **Interim President and CEO**

#### **Chief Operating Officer (3/2009 to 8/2011)**

Responsible for the day to day operations of the agency, including budgeting, finance, computer operations, program development and implementation, and supervision of employees

NIA Enterprises, Las Vegas, NV (1998 to 2009)

*A Human Resources Consulting Firm (self-employed) specializing in customized human resources consulting in the areas of Employment, Training, Compensation, Benefits, EEO/AAP, Diversity and Employee Relations.*

#### **Partner, (1998-2/2009)**

Responsible for the development and implementation of programs for clients in the Human Resources area. Developed Affirmative Action Plans, diversity training programs, team building programs, management training, Employee Handbooks, HR Policies and Procedures and customer service training programs for a variety of clients including the Clark County Fire Department, Community Development Programs Center, Nevada Partners, UNLV Center for Academic Enrichment and Outreach, Nuance Group and numerous other firms.

EG&G, INC., Wellesley, MA (1970-1997)

*A global, diversified technology \$1.5 billion, 15,000-employee company. EG&G also provided technical R&D products and services to government and industrial customers.*

#### **Corporate Vice President, Human Resources (1995-1997)**

Responsible for the overall direction and leadership of human resources for the corporation reporting to the CEO.

- Assured the implementation of Affirmative Action throughout the corporation.
- Established Diversity Councils in each Division.
- Led first human resources strategy development team resulting in a human resources philosophy aligned with the business strategy and an implementation plan for the corporation.
- Established first human resources council in this diversified technology business to coordinate policies and create synergy through human resources plans across the corporation.

EG&G, REYNOLDS ELECTRICAL ENGINEERING CO., Las Vegas, NV (1984-1995)

**E. LAVONNE LEWIS**

Page Two

*A prime maintenance and operations contractor to the Department of Energy at the Nevada Nuclear Test Site.*

**Human Resources Department Manager**

Responsible for overall direction of human resources for this 5000+ employee autonomous division at multiple sites in Nevada, including training, employment, compensation, benefits, personnel security and workers compensation.

**Human Resources Assistant Department Manager (1976-1984)**

Responsible for leading and coaching the department's 7 directors and 80 employees in all HR areas.

**Equal Employment Opportunity Officer (1972-1976)**

Responsible for assuring company compliance with federal and state statutes, orders and regulation on non-discrimination in employment.

**EDUCATION**

Masters in Business Administration, *University of Nevada*, Las Vegas, NV 1978

Bachelor of Science, *University of Arkansas*, 1956 Magna Cum Laude - Major:

Business Administration/Accounting, Minor: Economics

**CERTIFICATION/LICENSES**

Senior Professional in Human Resources (SPHR), Society for Human Resource Management

Certified Compensation Professional (CCP), American Compensation Association

Certified Total Quality Management Instructor, Phillip Crosby Institute.

Numerous computing, EEO, Personnel Management, Compensation, Benefits, and Total Quality Management seminars.

**PROFESSIONAL AFFILIATIONS**

SHRM, American Compensation Association, Northeast Human Resources Association - Chair Diversity Committee

**COMMUNITY ACTIVITIES**

St. James the Apostle Catholic Church, member of choir, member of Parish Council, Former Chairman of the Finance Committee, Eucharistic Minister; Alpha Kappa Alpha Sorority, Former Far Western Regional Director; The Links, Inc, Las Vegas Chapter, Immediate Past President; Former Chairman, City of Las Vegas Civil Service Board; Member, Las Vegas Urban League



Southwest Division

## JOB DESCRIPTION

Director of Business

**Location:** Clark County Administration

**Status:** Exempt

**Supervisor:** Clark County Coordinator

### MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

### QUALIFICATIONS

- Masters Degree in Business and 5 years of experience OR equivalent experience
- Excellent verbal and written communication skills
- Positive teambuilding and excellent interpersonal skills a must
- Computer literate in WS Word, Excel, and accounting software experience (Great Plains and/or Shelby preferred)
- Extensive knowledge of accounting

### RESPONSIBILITIES

- Manage all business and finance operations for the Clark County Command under the direction and supervision of the Clark County Coordinator
- Support and foster a culture of Integrity, Unity and Excellence within The Salvation Army, with The Salvation Army Advisory Board and extended to the community
- Demonstrate a working knowledge of budgeting, finance reporting and forecasting, interpersonal communications, applications of information technology, fundraising, external relations, risk management and fleet management
- Provide oversight of finance billing specialist, coding clerk, and grant writer
- Act as a collaborator and liaison with community partners regarding funding grants and awards to insure contract compliance and good will
- Perform ongoing operational review to ensure compliance with Salvation Army or US Government and other agency regulatory policies. Upgrade or change department functions as required.
- Work with and provide information for all auditors, including outside C.P.A. firms, internal audits, government – Federal, State, County and City audits or reviewers
- Work with all Salvation Army county program directors on the creation and monitoring of budgets and grant funding as well as requirements
- Perform financial analysis to ensure solvent operations through revenue requirements, existing or future awards and control of department expenses and approved budgets
- Provide monthly profit and loss statement and a trial balance for all county units, and provide customized statements for the Las Vegas Advisory Board
- Maintain inventories of all county properties and vehicles
- Track, monitor and facilitate risk management claims for all county unit and programs
- The Clark County Director of Business will be required to adhere to all Salvation Army Policies

The Salvation Army



Southwest Division

**JOB DESCRIPTION**  
Director of Business

- Other duties as assigned by the Clark County Coordinator.

*This position has access to confidential and private information. It is essential that confidentiality and privacy be observed.*

**PHYSICAL REQUIREMENTS**

Qualified individuals must be able to perform the essential duties of the position with or without accommodation. A qualified person with a disability may request a modification or adjustment to the job or work environment in order to meet the physical requirements of the position. The Salvation Army will attempt to satisfy requests as long as the accommodation needed is reasonable and no undue hardship would result.

While performing the duties of this job, the employee is regularly required to walk, stand, climb, balance, stoop, kneel, crouch, crawl and reach with hands and arms on a continuous basis. The employee must regularly lift and/or move up to 20 pounds, frequently lift and/or move up to 50 pounds, and occasionally lift and/or move up to 75 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and ability to focus. The employee must have the ability to operate a telephone, desktop or laptop computer, as well as the ability to access and produce information from a computer, and to understand written information.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date



Southwest Division

## JOB DESCRIPTION

### Career Specialist Vocational Services

**Location:** Vocational Services

**Status:** Non-Exempt

**Supervisor:** Vocational Services and Job Rehabilitation Coordinator

### MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

### QUALIFICATIONS

- Bachelor's Degree in guidance and counseling, psychology, vocational rehabilitation or related field; or 4 years of experience working with individuals on a career path for higher employment opportunities, including the unemployed and homeless populations. Case Management experience also required
- Experience working with people who have mental health and substance abuse issues
- Ability to write clear and concise case notes
- Excellent Organizational skills
- Excellent knowledge of and ability to use current Microsoft software computer programs, including Word, Excel, as well as e-mail, and the internet.
- Excellent interpersonal, telephone and communication skills, both written and verbal. Pays attention to detail excellent and has excellent organization and file management skills.
- Ability to maintain a self-motivated and self-directed schedule, address multiple projects in a timely manner and take projects from beginning through completion.
- Ability to work in a team setting with other professionals and people of diverse backgrounds and circumstances.
- Must possess a valid Nevada driver's license and pass a motor vehicle record check.

### RESPONSIBILITIES

- Use appropriate individual and group counseling techniques to assist participants with career decisions and career development planning.
- Assist participants in identifying influencing factors in career decision-making, setting goals, identifying strategies for reaching goals, and in continually reassessing their goals, values, interests, and career decisions.
- Provide on-going assessment and evaluates assessment resources and techniques.
- Assist participants with preparing service plans geared toward employment and self-sufficiency.
- Responsible for case load and file maintenance.
- Provide ongoing follow-up to registered participants.
- Implements individual and group programs in a variety of areas such as assessment, decision-making, job seeking, career information, and career counseling.
- Provide assistance to participants using computer-based career information systems, the Internet, and other online and community resources.
- Coordinate with other staff to ensure achievement of programmatic goals.
- Coordinate bi-annual on-site Employment Resource Fair for participants.
- Help recruit and assess participants.
- Facilitate Essential Employment Skills classes as needed

- Develop employment opportunities for participants that are in growing sectors of the economy and afford participants a livable wage.
- Actively research and collect Las Vegas market employment and labor based information on high industry business growth and decline for culinary, retail, medical, information technology, health care, accounting, hospitality, transportation and logistics which are some areas of interest based on client input for employment positions they would like transitioned into.
- Any other duties as assigned by the supervisor.

*This position has access to confidential and private client information. **This position is subject to grant funding.** It is essential that confidentiality and privacy be observed ensuring that client information is not shared with others outside the vocational department without expressed permission.*

**PHYSICAL REQUIREMENTS**

Qualified individuals must be able to perform the essential duties of the position with or without accommodation. A qualified person with a disability may request a modification or adjustment to the job or work environment in order to meet the physical requirements of the position. The Salvation Army will attempt to satisfy requests as long as the accommodation needed is reasonable and no undue hardship would result.

While performing the duties of this job, the employee is regularly required to walk, stand, climb, balance, stoop, kneel, crouch, crawl and reach with hands and arms on a continuous basis. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and ability to focus. The employee must have the ability to operate a telephone, desktop or laptop computer, as well as the ability to access and produce information from a computer, and to understand written information.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

07/01/2015





Southwest Division

## JOB DESCRIPTION

### Vocational Services Job Developer

**Location:** Vocational and Food Services

**Status:** Non-Exempt

**Supervisor:** Vocational Services and Job Rehabilitation Coordinator

### MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

### QUALIFICATIONS

- Bachelor's Degree in guidance and counseling, psychology, vocational rehabilitation or related field; or 6 years of experience working with individuals on a career path for higher employment opportunities, including the unemployed and homeless populations.
- Excellent knowledge of and ability to use current Microsoft software computer programs, including Word, Excel, as well as e-mail, and the internet.
- Excellent interpersonal, telephone and communication skills, both written and verbal. Pays attention to detail excellent and has excellent organization and file management skills.
- Ability to maintain a self-motivated and self-directed schedule, address multiple projects in a timely manner and take projects from beginning through completion.
- Ability to work in a team setting with other professionals and people of diverse backgrounds and circumstances.
- Must possess a valid Nevada driver's license and pass a motor vehicle record check.

### RESPONSIBILITIES

- Coordinate bi-annual on-site Employment Resource Fair for participating clients.
  - Complete a job interest evaluation on each client to be incorporated into their Individual Employment Plan.
  - Provide quality on-going supported employment services by assisting participants with resume writing and interviewing techniques to help their chances of securing employment.
  - Document each participants receipt of job referrals with written case notes and next steps and prepare referrals for participants needing additional supportive services to secure employment.
  - Work with case managers to ensure that employment related services are driven by the specific interests and needs of job seekers and local employers.
  - Develop employment opportunities for participants that are in growing sectors of the economy and afford participants a livable wage.
  - Create access for paths to careers for clients and conduct follow-up activities to bring applicants into jobs with pay rates above \$14.00 per hour.
  - Create industry specific Employer Reference binders to house specifications for open job positions.
  - Have knowledge of local community resources and attend local community partner meetings to promote our Vocational Program, identify opportunities for clients and share best practices.
  - Identify industry job openings with starting salaries above \$14 an hour and place 80 clients in employment.
  - Be actively engaged in on and off-site activities that cultivate strong relationships with employers.
- The Salvation Army meets the interests and needs as it relates to hiring trends and serve as an anchor to feed our clients into their open positions.

- Conduct on-site employer follow services with clients to support client on the job retention to help meet grant required employment benchmarks. While on-site touch base with employers to receive information from on additional positions that will be opening up.
- Develop jobs for participants that are in sectors approved by the State that are in demand and offer career opportunities for participants
- Assist with outreach and recruitment for the Vocational Job Training Program and coordinate all efforts to get clients enrolled into certification trainings.
- Create Labor Market Reference binder and stay abreast of local market trends.
- Identify industry specific educational training opportunities that can be completed within 3 - 6 months where upon completion the client receives certification in that field.
- Utilize the 2014 Occupational Outlook Handbook which is the government's premier source of career guidance featuring hundreds of occupations as it pertains to the Las Vegas market.
- Actively research and collect Las Vegas market employment and labor based information on high industry business growth and decline for culinary, retail, medical, information technology, health care, accounting, hospitality, transportation and logistics which are some areas of interest based on client input for employment positions they would like transitioned into.
- Research and include economic trends, political & social influences such as the unemployment rates, current and projected, labor policies that affect supported employment services such as community perception of inclusion, compliance with ADA, and other disability related legislation that may affect our clients. Include client demographic data.

Any other duties as assigned by the supervisor.

*This position has access to confidential and private client information. It is essential that confidentiality and privacy be observed ensuring that client information is not shared with others outside the vocational department without expressed permission.*

**PHYSICAL REQUIREMENTS**

Qualified individuals must be able to perform the essential duties of the position with or without accommodation. A qualified person with a disability may request a modification or adjustment to the job or work environment in order to meet the physical requirements of the position. The Salvation Army will attempt to satisfy requests as long as the accommodation needed is reasonable and no undue hardship would result.

While performing the duties of this job, the employee is regularly required to walk, stand, climb, balance, stoop, kneel, crouch, crawl and reach with hands and arms on a continuous basis. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and ability to focus. The employee must have the ability to operate a telephone, desktop or laptop computer, as well as the ability to access and produce information from a computer, and to understand written information.

Attend all vocational staff meetings.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

**Tiffany G. Tyler, Ph.D.**  
**Chief Operations Officer**  
**Nevada Partners, Incorporated**

**Professional Experience**

**Chief Operations Officer, Nevada Partner, Inc., 2011-Present**

Oversee the administration of agency programming, including implementation and delivery of operations, programs, grant programs, services and activities. Oversee the identification and evaluation of opportunities to improve program effectiveness on the basis of participation and achievement of stated goals; recommends modifications to improve program performance, as appropriate. Monitor outcomes to ensure success including documentation, tracking, program implementation and the support documents to maintain accurate records. Support agency budget development; monitor and report variances in revenues and expenditures. Manage performance of assigned staff in achieving goals, providing technical assistance in program design, development, community relations and program operations.

**Director, Workforce Development and Education, Nevada Partners, Inc., 2009-2011**

Oversees the administration of workforce and youth development programming. Oversees coordination of program components and services. Ensures department objectives and aims are met in accordance with agency's mission and vision. Supervises professional and support staff. Manages workflow, timelines, and budgets. Secures requisite outcome and program performance data for reporting purposes.

**Deputy Director, Evaluation and Grants Management, Nevada Partners, Inc., 2008-2009**

Served as chief writer and evaluator for the agency. Led internal evaluation of agency's programs and services. Designed and conducted program evaluations of major grant-funded projects. Provided strategic recommendations about program design and related issues to the management team and board. Coordinated and carried out agency's effort to disseminate its work on a local, state, and national level. Secured requisite outcome and program performance data for reporting purposes. Identified grant priorities and opportunities. Wrote grant proposals. Assisted with management of grant-funded projects. Supervised professional and support staff. Managed workflow, timelines, and budgets, as well as ensuring the quality and accuracy of all deliverables.

**Deputy Director, Youth Programs, Nevada Partners, Inc., 2007-2008**

Developed youth department programs and initiatives. Oversaw coordination of program components and services. Ensured department objectives and aims were met in accordance with agency's mission and vision. Supervised professional and support staff. Managed workflow, timelines, and budgets. Secured requisite outcome and program performance data for reporting purposes. Identified grant priorities and opportunities. Developed and submitted grant proposals.

**Grants and Evaluation Manager, Nevada Partners, Inc., 2006-2007**

Served as writer and evaluator for the agency. Took primary responsibility for writing reports, grant proposals, policy briefs, journal articles, and related documents. Responsible for planning, writing, securing, and managing grant funding. Ensured that all grant funds received by the agency were expended according to grant requirements. Contributed to the overall planning and management for the agency, and served on the management team. Responsible for providing comprehensive strategic guidance on complex outcome measurements and evaluation projects.

**School Counselor, Clark County School District, 2006-2008**

Conducted developmental guidance lessons. Planned and implemented the guidance program calendar. Provided individual, group, and crisis counseling, as well as consultation, supervision, and mediation. Provided career awareness activities. Participated as member of the student intervention team.

**Student Outreach Specialist, The Alliance Program, Santa Monica Malibu Unified School District, 2001-2005**

Managed caseload of 250 at-risk youth. Instructed tutorial courses. Coordinated individual education plan, case management, and student study team meetings. Administered assessments. Conducted individual, crisis, and group counseling; program evaluation and development; and post-secondary and career planning.

**Research Experience**

- Spring 2009 Millennium Learning Concepts  
**Mixed Methods Study, Educational Experiences of Appalachian African American Males**  
Co-conducted study
- Fall 2008 University of Nevada-Las Vegas, Center for Business and Economic Research  
**Hispanic Youth High School Dropout Rate in Clark County, Nevada**  
Co-conducted focus groups, data analysis, and report preparation
- Spring 2008 Nevada Partners, Incorporated  
**Outcome Evaluation, The Fellows Academy**  
Conducted study
- Spring 2008 Nevada Partners, Incorporated  
**Mixed Methods Process Evaluation, The Fellows Academy**  
Conducted study
- Spring 2008 Millennium Learning Concepts  
**Culture-Equity Audit, Ector County Independent School District**  
Conducted focus groups, interviews, and observations
- 2005-2006 University of Nevada, Las Vegas  
**Graduate Assistant**  
Conducted research
- Spring 2004 California State University-Northridge  
**Mixed Methods Outcome Evaluation, The Alliance Program**  
Conducted study

**Education**

- Ph. D., Educational Psychology, University of Nevada, Las Vegas, 2011  
M. S., Counseling, California State University, Northridge, Distinction, 2004  
B. A., Psychology, University of Southern California, cum laude, 2000  
B. A., Sociology, University of Southern California, cum laude, 2000

# Marlon Dumont

6042 South Pioneer Way Las Vegas, Nevada NV, 89113

Phone (305)804-7995 • Email:jabbar66@yahoo.com

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## PROFESSIONAL SUMMARY

A creative professional with a record of increased responsibility. Proficient in prioritizing and completing tasks in a timely manner, yet flexible to multitask when necessary. Customer focused with diverse experience including insurance, publishing, non-profit and law Enforcement Enjoys learning new programs and processes. A team player who is attentive to detail and able to work in a fast paced environment. Excellent oral and written communication skills.

- 10 years plus extensive Case Management and job placement
- 10 Years plus Working with Offenders and diverse group Age range 16 to 60
- 2 years plus Assistant Program Supervisor
- 2 years minimal grant writing

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## CORE COMPETENCIES

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"><li>▪ Achievement/Results Orientation</li><li>▪ Initiative</li><li>▪ Impact and Influence</li><li>▪ Customer Service Orientation</li><li>▪ Interpersonal Understanding</li></ul> | <ul style="list-style-type: none"><li>▪ Organizational Awareness</li><li>▪ Analytical Thinking</li><li>▪ Conceptual Thinking</li><li>▪ Information Seeking</li><li>▪ Integrity</li><li>▪ Leadership Skills</li><li>▪ Project Management</li></ul> | <ul style="list-style-type: none"><li>▪ Problem Solving and Analysis</li><li>▪ Presentation and Communication Skills</li><li>▪ Work as a Team Player</li></ul> |
|--|---|--|

## HIGHLIGHTED CAREER ACHIEVEMENTS

**Organizational Skills**-Help Developed Processes to improve employable skills for adults schedule classes and workshops related to their expertise.

**Risk Management**-Lead Multiple Projects dealing with combating violence in the work place and home.

**Quality Assurance**- Oversee and help develop monitoring tools currently used at various nonprofit agencies,

**Process Improvement** - Develop Strategies to better calculate accurate count of bus passes voucher and files

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## PROFESSIONAL EXPERIENCE

**Nevada Partners Inc.**

**Pre-Entry Program Manager**

**2015-Present**

- Develop and direct the implementation of procedures and work standards for the department
- Direct the preparation and administration of the department budget and prepare reports
- Familiarization of all funding streams of collaborating partners for leveraging of WIOA funds
- Familiarization of operation of the NJCOS data base
- Assists in the professional development of staff members
- Attends community meetings to provide information regarding department services

**Nevada Partners Inc.**

**Case Manager**

**2009-2015**

- Provides casework services to adults/dislocated workers; Conducts casework interviews with clients, family members, service providers, employers and others to obtain information for formulating program/service eligibility and case status.
- Identifies social, economic and physical needs of clients; assesses client's support systems, available community resources and other factors to develop an appropriate service plan. Utilizes agency guidelines and state and federal regulations to determine/confirm eligibility for programs and services
- Refers clients to appropriate community medical, emotional, economic and social support organizations; advocates for or assists the client in obtaining such services. Provides basic intervention referrals for client and family counseling as required.

The Salvation Army

- Prepares complete and accurate case notes; writes correspondence, reports and other written materials; may prepare statistical reports and summaries.
- Explains agency and program rules, regulations and procedures; assists clients in completing required forms and in gathering necessary documentation. Confers with other departmental professional and supervisors regarding cases and scheduling and to coordinate activities; participates in-service training.
- Contributes to the efficiency and effectiveness of the organization's service to its customers by offering suggestions and directing or participating as an active member of a work team. Maintains accurate records and files. Uses standard office equipment, including a computer, in the course of the work; drives a personal motor vehicle to various work sites to attend meetings and provide consultation.

#### **South Florida Reception Center**

##### **Probation Officers and Correctional Treatment Specialists**

**2006-2009**

- Interview probationers and parolees regularly to evaluate their progress in accomplishing goals and maintaining the terms specified in their probation contracts and rehabilitation plans.
- Recommend remedial action or initiate court action in response to noncompliance with terms of probation or parole. Prepare and maintain case folder for each assigned inmate or offender
- Administer drug and alcohol tests, including random drug screens of offenders, to verify compliance with substance abuse treatment programs.
- Discuss with offenders how such issues as drug and alcohol abuse and anger management problems might have played roles in their criminal behavior.
- Conduct prehearing and presentencing investigations and testify in court regarding offenders' backgrounds and recommended sentences and sentencing conditions.
- Inform offenders or inmates of requirements of conditional release, such as office visits, restitution payments, or educational and employment stipulations. Write reports describing offenders' progress.
- Supervise people on community-based sentences, such as electronically monitored home detention, and provide field supervision of probationers by conducting curfew checks or visits to home, work, or school

#### **Civi-Genics Everglades Correctional Facility**

##### **Substance Abuse and Behavioral Disorder Counselors**

**2004-2006**

- Complete and maintain accurate records or reports regarding the patients' histories and progress, services provided, or other required information.
- Counsel clients or patients, individually or in group sessions, to assist in overcoming dependencies, adjusting to life, or making changes. Conduct chemical dependency program orientation sessions
- Coordinate counseling efforts with mental health professionals or other health professionals, such as doctors, nurses, or social workers. Participate in case conferences or staff meetings
- Review and evaluate clients' progress in relation to measurable goals described in treatment and care plans. Develop client treatment plans based on research, clinical experience, and client histories
- Interview clients, review records, and confer with other professionals to evaluate individuals' mental and physical condition and to determine their suitability for participation in a specific program.
- Plan or implement follow-up or aftercare programs for clients to be discharged from treatment programs. Assess individuals' degree of drug dependency by collecting and analyzing urine samples

#### **Cardinal Capital Brokerage**

##### **Sales Agents, Securities and Commodities**

**2003-2004**

- Interview clients to determine clients' assets, liabilities, cash flow, insurance coverage, tax status, or financial objectives. Offer advice on the purchase or sale of particular securities
- Develop financial plans based on analysis of clients' financial status, and discuss financial options with clients. Complete sales order tickets and submit for processing of client-requested transactions
- Review all securities transactions to ensure accuracy of information and conformance to governing agency regulations. Relay buy or sell orders to securities exchanges or to firm trading departments
- Identify potential clients, using advertising campaigns, mailing lists, or personal contacts.
- Review financial periodicals, stock and bond reports, business publications, or other material to identify potential investments for clients or to keep abreast of trends affecting market conditions.
- Contact prospective customers to determine customer needs, present information, or explain available services. Record transactions accurately, and keep clients informed about transactions

**AIG American General Insurance**

**Insurance Salesman**

**2003-2004**

- Sell various types of insurance policies to businesses and individuals on behalf of insurance companies, including automobile, fire, life, property, medical and dental insurance or specialized policies such as marine, farm/crop, and medical malpractice.
- Interview prospective clients to obtain data about their financial resources and needs, the physical condition of the person or property to be insured, and to discuss any existing coverage.
- Call on policyholders to deliver and explain policy, to analyze insurance program and suggest additions or changes, or to change beneficiaries.
- Seek out new clients and develop clientele by networking to find new customers and generate lists of prospective clients. Perform administrative tasks, such as maintaining records and handling policy renewals.
- Ensure that policy requirements are fulfilled, including any necessary medical examinations and the completion of appropriate forms.
- Explain features, advantages and disadvantages of various policies to promote sale of insurance plans.
- Inspect property, examining its general condition, type of construction, age, and other characteristics, to decide if it is a good insurance risk. Calculate premiums and establish payment method

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**EDUCATION & TRAINING**

Texas Christian University	BA in General studies Emphasis in Psychology	2003
Seminole State College	Associate in Science	2000
University of the performing Art	Studied Drama	1998
Gaystead High School	High School Diploma	1997

**Achievements and Certifications**

Nevada Partners Inc	Employee of the Month	2013
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# Arneller Mullins

5324 Regena Rose Street  
North Las Vegas, NV 89081  
(702) 428-6914  
[awardmullins@yahoo.com](mailto:awardmullins@yahoo.com)

## Objective:

To work with a company where my skills, abilities and knowledge of customer service and the Workforce Investment Act will be utilized.

## Experience:

- November 2008 – Present **Nevada Partners, Inc, N. Las Vegas, NV**  
**Youth Lead Case Manager**  
Work as a graduate advocate coordinator helping high school seniors graduate and enter college, the military, gain employment or obtain training; Maintain client files, enter client information into NVTrac, provide support services and follow up services, provide job search information, conduct workshops, provide counseling, CareerScope testing to clients as needed, maintain contact with clients, and provide assistances to clients.
- August 2007 – November 2008 **Nevada Partners, Inc, N. Las Vegas, NV**  
**Youth Case Coordinator**  
Intake to determine program eligibility, administer and score CASAS, SDS and Pre-GED testing, maintain client files, provide follow up services, provide tutoring and counseling when needed. Input data into NJCOS.
- October 2006 - August 2007 **Catholic Charities of Southern Nevada, Las Vegas, NV**  
**Case Manager**  
Assist clients with food, rent, and utilities assistance, performed data entry, maintained files, answered phones and made other social services referrals and provided clients with clothing when needed.
- October 2005 - May 2006 **Nevada Business Services, Inc., Las Vegas, NV**  
**Computer Facilitator/Receptionist**  
Certified CASAS testing administrator, assist client assigned to the Lab/Resource Room with upgrading reading, math, typing skills, GED studies, resume and computers; familiar with using NJCOS; administered CASAS, SDS, typing and Pre GED testing; monitored and assisted clients looking for employment in the Resource Room, answered multi-line phone system; greeted customers, gave out WIA eligibility information, typed and filed.
- September 2004 - September 2005 **Correction Corporation of America, Las Vegas, NV**  
**Administrative Assistant/Library Aide**  
Administered and scored CASAS and WRAT test to new inmates to determine their grade levels in reading and math; typed, filed and answered phones; escorted teachers/speakers in and out of the Education Department; prepared outcounts in the Education Department; prepared Monthly and Goodtime Reports; scheduled speakers for Street Readiness; opened and closed Library and Education Department accordingly; monitored library and inmate workers, made legal calls regarding inmates tickets and fines to be paid.
- December 1994 - July 2000 **Nevada Business Services, Las Vegas, NV**  
**Test Administrator**  
Certified administrator for CASAS testing; administered and scored reading and math tests (CASAS) for all programs; scored and interpreted all SDS Interest tests; conducted orientations; administered typing test; prepared activity documents; maintained files, scheduled orientations; and maintained all test scores conducted by the agency; conducted job readiness classes; answered multi-line phone, back up for assisting at the PLACE Computer Lab and Resource Room; site coordinator of the Nevada Career Information System.

## Education:

Harassment in the Workforce: What You Need To Know Training  
The Salvation Army for People LLC- February 201 56



Customer Service: We Did It Our Way Training  
Policies for People LLC- March 2015

Diversity: Making It Happen Training  
Policies for People LLC- March 2015

Mental Health First Aid USA Certification  
Foundation of Recovery- Las Vegas -September 2014

University of Nevada Las Vegas, Las Vegas, Nevada  
Certificates, Continuing Education - April 1998 - June 1998

Computer Skills Institute Las Vegas, Nevada  
Certificates, Computer Classes - November 1996 - June 1997

The Learning Center, Las Vegas, Nevada  
Certificates, Basic Computer - January 1986 - November 1989

Troy State University, Troy, Alabama  
B.S., Business Education - September 1973 - June 1977

**References:**

References available upon request

**CLASS TITLE:** Case Manager, Youth Programming

**REPORTS TO:** Program Manager

**FLSA STATUS:** Exempt

**JOB SUMMARY:**

Plans, directs, and coordinates activities and programs for a designated program and/or project to ensure goals and program objectives are accomplished within prescribed time frame and funding parameters.

**POSITION CHARACTERISTICS:**

This position provides case management in the specified area of youth programming related to comprehensive training, career exploration, and job placement services to economically disadvantaged youth possessing specific barriers to employment. Program focus is on comprehensive youth services. In addition, the work involves such managerial functions as developing and implementing case management processes, policies and procedures and ensuring the overall service effectiveness in the area of responsibility.

**EXAMPLES OF DUTIES:**

Conducts casework interviews with clients, family members, service providers, employers and others to obtain information for formulating program/service eligibility and case status.

Identifies social, economic and physical needs of clients; assesses client's support systems, available community resources and other factors to develop an appropriate service plan.

Utilizes agency guidelines and state and federal regulations to determine/confirm eligibility for programs and services.

Refers clients to appropriate community medical, emotional, economic and social support organizations; advocates for or assists the client in obtaining such services.

Prepares complete and accurate case notes; writes correspondence, reports and other written materials; may prepare statistical reports and summaries; assists clients in completing required forms and in gathering necessary documentation.

Confers with other departmental professional and supervisors regarding cases and to coordinate activities; participates in in-service training. Assist clients with job placements.

Coordinates activities and services with those of other sites, departments and outside agencies.

Conducts a variety of evaluations; develops and reviews reports of findings, alternatives and recommendations; prepares a variety of written materials.

Maintains accurate records and files; drives a personal motor vehicle to various work sites to attend meetings and provide consultation.

Keep detailed case notes and files on every client involved in job search activities. Engage in follow-up with clients and employers. Oversee the completion of OJT and WEX contracts and reporting requirements. Solicitation of employment opportunities based on client needs. Facilitate Employment Readiness workshops. Provide guidance and advice on job search, interview techniques and resume preparation. Assist clients in becoming employed.

### **QUALIFICATIONS:**

#### **Knowledge of:**

Principles, practices and techniques of counseling and case management; indicators of physical and emotional risk and intervention techniques and resources; record keeping principles and practices; standard office practices and procedures, correct business English, including spelling, grammar and punctuation; techniques for understanding and effectively communicating with individuals of various cultures; principles and techniques of making effective oral presentations; principles and techniques of preparing effective written informational or educational materials.

#### **Skill in:**

Assessing needs of individuals and groups and providing effective intervention and counseling; planning, organizing, training others in policies and procedures related to the work; developing effective work teams and motivating individuals to meet goals and objectives and provide customer services in the most cost effective and efficient manner; assisting in developing goals, objectives, policies, procedures and work standards; interpreting, applying and explaining applicable complex laws, and regulations; using initiative and independent judgment within general policy guidelines; preparing effective written informational and educational materials; using tact, discretion and prudence in dealing with those contacted in the course of the work; dealing successfully with a variety of individuals from various socioeconomic, ethnic and cultural backgrounds, in person and over the telephone, often where relations may be confrontational or strained.

#### **Physical Demands:**

Mobility to work in a typical office setting, use standard office equipment, and to drive a motor vehicle in order to visit work sites and attend meetings; vision to read printed materials and a computer screen; and hearing and speech to communicate in person or over the telephone. Accommodation may be made for some of these physical demands for otherwise qualified individuals who require and request such accommodation.

#### **Working Conditions:**

Attend meetings outside of normal working hours; work may require occasional weekend and/or evening work.

**Licensing and Certification:**

TBD

Possession of valid Nevada Class C Driver's License.

**Education and Experience:**

Bachelor's Degree in Education, a Social Science, Psychology, Counseling, Case Management or a field related to the work AND three (3) years of professional level experience in the area of youth assessment, intervention and counseling, which has included program planning and monitoring, preferably in a workplace setting and one (1) year of youth programming. Possession of an advanced degree in an appropriate field may be required for the necessary licensing. Equivalent combination of formal education and appropriate related experience may be considered.

**This job description lists the major duties and requirements of the job and is not all-inclusive. Incumbent(s) may be expected to perform job-related duties other than those contained in this document and may be required to have specific job-related knowledge and skills. Duties and responsibilities can be changed, expanded, reduced, or delegated by Management to meet the business needs of the organization.**

\_\_\_\_\_  
Dept. Representative's Name & Title

\_\_\_\_\_  
Employee's Name

\_\_\_\_\_  
Dept. Representative's Signature

\_\_\_\_\_  
Employee's Signature

**Nevada Partners complies with federal and state laws prohibiting discrimination on the basis of race, color, religion, creed, national origin, gender, disability, veteran status, age or any other protected status.**

**workforceCONNECTIONS Budget Template**

**PY16 WORKFORCE CONNECTIONS ADULT BUDGET TEMPLATE**  
Revised 3/1/16

Agency Name: \_\_\_\_\_

Contract Name/Funding Type: Mesquite Adult/Youth One-Stop Affiliate Site \_\_\_\_\_

Budget Period (Dates): 07/1/16-06/30/17 \_\_\_\_\_

\*NOTE: THIS PAGE IS LOCKED AND POPULATES BASED ON INFORMATION ENTERED ON THE SECTION TABS TO THE RIGHT OF THIS SHEET.\*

Cost Type	Budget Summary	Provider Paid	WC Paid	Percent of Budget		Matching Resources
Participant Services	A. Participant Training		\$ 72,018	40.0%	44.3%	\$ -
	B. Supportive Services	\$ 7,700		4.3%		\$ -
Program Personnel Costs	C. Program Personnel	\$ 46,800		26.0%	38.2%	\$ -
	D. Program Fringe Benefits	\$ 21,996		12.2%		\$ -
Overhead and Support Costs	E. Travel	\$ 8,100		4.5%	17.5%	\$ -
	F. Equipment	\$ 3,400		1.9%		\$ -
	G. Consultants/Contracts	\$ -		0.0%		\$ -
	H. Other Overhead Costs	\$ 19,986		11.1%		\$ -
	I. Support Personnel	\$ -		0.0%		\$ -
	J. Support Fringe Benefits	\$ -		0.0%		\$ -
Budget Summary	<b>TOTAL Provider Contract (Provider Paid)</b>	<b>\$ 107,982</b>		<b>60.0%</b>		
	<b>TOTAL WC Paid</b>		<b>\$ 72,018</b>	<b>40.0%</b>		
	<b>TOTAL Project Expenses</b>	<b>\$180,000</b>		<b>100.0%</b>		
	<b>TOTAL Matching Resources</b>					<b>\$ -</b>
	<b>Match Percent</b>					<b>0.0%</b>
	<b>TOTAL Project Cost</b>					<b>\$180,000</b>

Overall Budget Requirements:

Training (tab A.) must total at least 40% of Total Project Expenses

Prepared By (Provider):

Print Name \_\_\_\_\_ Sign Name \_\_\_\_\_ Date \_\_\_\_\_

Email Address \_\_\_\_\_ Phone Number \_\_\_\_\_

Approved By (Provider):

Print Name \_\_\_\_\_ Sign Name \_\_\_\_\_ Date \_\_\_\_\_

Approved By (WC Program):

Print Name \_\_\_\_\_ Sign Name \_\_\_\_\_ Date \_\_\_\_\_

Approved By (WC Fiscal):

Print Name \_\_\_\_\_ Sign Name \_\_\_\_\_ Date \_\_\_\_\_

**A. Participant Training Costs**

**Note:**

1. The training categories are locked and may only include the following.
2. Training must total at least 40% of Total Project Expenses.

Training Description	Computation		Total Contract Cost
	Unit Cost	No. of Units	
1 Occupational Skills Training	\$ 2,000.00	16	\$ 32,000
2 On The Job Training	\$ 3,000.00	10	\$ 30,000
3 Incumbent Worker Training			\$ -
4 Customized Training	\$ 4,000.00	3	\$ 10,018
	<b>Total</b>		<b>\$ 72,018</b>

Does any of the above training provide either a direct or indirect financial benefit to your organization or a related party? If so, please describe.

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**Narrative (Required for Each Budget Line Above):**

- 1 Provide OCC Training for 16 Participants
- 2 Place OJT Reimbursements for 10 Participants at 50% of Wages
- 3
- 4 Provide Customized Training to 3 Participants

B. Supportive Services

1. Please list each type of supportive service on a separate line. Respondents may group similar items together in one line if desired (i.e. a transportation line may contain bus passes and gas cards).

Item/Service	Computation		Total Contract Cost
	Unit Cost	No. of Units	
Sample: Bus passes	\$ 65	200	\$ 13,000
Sample: Clothing	\$ 100	75	\$ 7,500
1 Licensing/Fees	\$ 150	20	\$ 3,000
2 Transportation	\$ 65	20	\$ 1,300
3 Rental Assistance	\$ 700	2	\$ 1,400
4 Clothing/Work Supports	\$ 100	20	\$ 2,000
5			\$ -
6			\$ -
7			\$ -
8			\$ -
9			\$ -
10			\$ -
<b>Competitively Procured Contracts for Participant Services-Please list below</b>			
Sample: Lifeskills Training	\$ 3,000	3	\$ 9,000
11			\$ -
12			\$ -
13			\$ -
14			\$ -
15			\$ -
<b>Total</b>			<b>\$ 7,700</b>

**Narrative (Required for Each Budget Line Above):**

- 1 Licensing and Testing for Certified Nursing Assistant, Medical Assistants and others.
- 2 Transportation assistance in the form of bus passes and gas vouchers for participants.
- 3 Rental Assistance for 2 participants  
Work supports include books, clothing/uniforms, work cards, fingerprinting/background checks, drug testing, health
- 4 testing and hygiene products.
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15

C. Program Personnel - Employees Only

Notes:

1. Include staff on this page who are performing direct programmatic duties.
2. Please list any contracted staff in the bottom section.
3. All non-program personnel including the Executive Director/CEO or equivalent and accounting or other support staff should be listed on the Support Personnel page.
4. For staff who perform career coach duties, please list those duties on a separate line. See sample below.
5. For staff who perform job developer duties, please list those duties on a separate line. See sample below.
6. Staff bonuses or incentive pay is not allowable.

Position-Name	Staff Type	Computation				Total Contract Cost
		Annual Salary	% of Time	Hrs. per Week	# of Months	
Sample: Jane Doe, Career Coach	Career Coach	\$ 40,000	50%	20	12	\$ 20,000
Sample: Jane Doe, Job Developer	Job Developer	\$ 40,000	50%	20	12	\$ 20,000
1 Job Developer	Job Developer	\$ 31,200	50%	20	12	\$ 15,600
2 Career Coach	Career Coach	\$ 31,200	100%	40	12	\$ 31,200
3	<Choose>			0		\$ -
4	<Choose>			0		\$ -
5	<Choose>			0		\$ -
6	<Choose>			0		\$ -
7	<Choose>			0		\$ -
8	<Choose>			0		\$ -
9	<Choose>			0		\$ -
10	<Choose>			0		\$ -
11	<Choose>			0		\$ -
12	<Choose>			0		\$ -
13	<Choose>			0		\$ -
14	<Choose>			0		\$ -
15	<Choose>			0		\$ -
Contracted Programmatic Staff-Please list below		Hourly Rate	% Markup	Hrs. per Week	# of Weeks	Total Cost
Sample: Bob Smith	Job Developer	\$ 15.00	32.00%	20	12	\$ 4,752
16	<Choose>					\$ -
17	<Choose>					\$ -
18	<Choose>					\$ -
19	<Choose>					\$ -
20	<Choose>					\$ -
				# of Total FTE's	1.5	Total \$ 46,800
				# of Dedicated Career Coach FTE's	1.0	
				# of Dedicated Job Developer FTE's	0.5	
				# of Participants Projected to Serve	50	

Narrative (Required for Each Budget Line Above):

The Job Developer interviews clients, assesses skills and interests for job placement, arranges OJT opportunities and employment placement, coaches interview techniques, and follows up with clients on job referrals and interviews to assess the outcome of services. Conducts employability training as needed.

The Career Coach interviews clients, assesses client's eligibility, skills and interests, assists clients with employment plans, arranges training, assesses support service needs, coaches, engages and follows up with clients. Conducts employability training as needed.

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D. Fringe Benefits for Direct Personnel

Position-Name	Computation		Total Contract Cost
	Contract Salary	Fringe %	
Sample: Jane Doe, Career Coach	\$ 20,000	15%	\$ 3,000
Sample: Jane Doe, Job Developer	\$ 20,000	15%	\$ 3,000
1 Job Developer	\$ 15,600	47%	\$ 7,332
2 Career Coach	\$ 31,200	47%	\$ 14,664
3 0	\$ -	12%	\$ -
4 0	\$ -	12%	\$ -
5 0	\$ -	12%	\$ -
6 0	\$ -	12%	\$ -
7 0	\$ -	12%	\$ -
8 0	\$ -	12%	\$ -
9 0	\$ -	12%	\$ -
10 0	\$ -	12%	\$ -
11 0	\$ -	12%	\$ -
12 0	\$ -	12%	\$ -
13 0	\$ -	12%	\$ -
14 0	\$ -	12%	\$ -
15 0	\$ -	12%	\$ -
Variance from Tab C.	\$ -	<b>Total</b>	\$ 21,996

**Narrative (Required for Each Budget Line Above):**

7.65% Employer Tax; Retirement 7%; 2% Worker's Comp; \$4.98 per hour Health;  
 1 General Liability 1.9%, Sexual Misconduct Assessment 2.5%  
 7.65% Employer Tax; Retirement 7%; 2% Worker's Comp; \$4.98 per hour Health;  
 2 \$General Liability 1.9%, Sexual Misconduct Assessment 2.5%

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- 8
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E. Travel

Type of Travel	Destination	Computation		Total Contract Cost
		Unit Cost	No. of Units	
Sample: Staff mileage	Various-in town	\$ 0.54	5000	\$ 2,700
Sample: Conference travel	To be determined	\$ 500.00	3	\$ 1,500
1 Staff Mileage	Various	\$ 0.54	15000	\$ 8,100
2				\$ -
3				\$ -
4				\$ -
5				\$ -
6				\$ -
7				\$ -
8				\$ -
9				\$ -
10				\$ -
<b>Total</b>				<b>\$ 8,100</b>

**Narrative (Required for Each Budget Line Above):**

- 1 Reimburse staff for mileage incurred for in-town and trips to the surrounding community trips at the stand
- 2
- 3
- 4
- 5
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F. Equipment

Note: Please only include items with a unit cost of \$500 or over on this page.

Item Description	Computation		Total Contract Cost
	Unit Cost	No. of Units	
Sample: Case manager laptop	\$ 750	2	\$ 1,500
Sample: Laser printer	\$ 500	1	\$ 500
1 Career Coach/Job Developer Laptop	\$ 650	2	\$ 1,300
2 Desk Top Computers	\$ 650	2	\$ 1,300
3 Laser Printer	\$ 800	1	\$ 800
4			If item here, list on tab H.
5			If item here, list on tab H.
6			If item here, list on tab H.
7			If item here, list on tab H.
8			If item here, list on tab H.
9			If item here, list on tab H.
10			If item here, list on tab H.
<b>Total</b>			<b>\$ 3,400</b>

**Narrative (Required for Each Budget Line Above):**

- 1 Laptop for Career Coach and Job Developer
- 2 Participant use desk top computers
- 3 Printer for participants and employees
- 4
- 5
- 6
- 7
- 8
- 9
- 10

G. Consultants/Contracts (Non-Participant Related)

Notes:

1. Please list all contracts for direct participant services on tab B. Supportive Services.
2. All contracts listed must be procured according to WC procurement policy.

	Type of Service	Computation		Total Contract Cost
		Cost Per Unit	No. of Units	
	Sample: Consulting Services	\$ 75	20	\$ 1,500
1				\$ -
2				\$ -
3				\$ -
4				\$ -
5				\$ -
6				\$ -
7				\$ -
8				\$ -
9				\$ -
10				\$ -
			Total	\$ -

Are any of the above contractors related to anyone in your organization by blood or marriage, or business or employment relationship? If yes, please explain.

---



---



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Narrative (Required for Each Budget Line Above):

- 1
- 2
- 3
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H. Other Overhead Costs

Note:

1. Only list direct charged and shared direct expenses in the top section. Indirect costs go in the bottom section in one line.
2. Indirect costs may only be captured through an approved indirect cost rate and must be included in a single line item. This line must also include staff and fringe for those who are contained in the indirect pool.
3. No rent, depreciation, or building usage charges may be included in either the direct or indirect sections. Those costs should be reported on tab K. Match. Organizations with rent in the indirect pool must take care to exclude it.
4. Facilities-related costs such as utilities or janitorial services are allowable.
5. Only include costs on this page that benefit this contract and are necessary for the administration of the contract.

		Computation				
Direct and Shared Direct Item Description	Type of Direct Expense	Unit Cost	No. of Units	% to this Contract	Shared Direct Distribution Base	Total Contract Cost
Sample: Office Supplies	Direct 100%	\$ 250	12	100%	N/A-Direct Charged 100%	\$ 3,000
1 Cell Phones	Direct 100%	\$ 50	40	100%	Total Direct Costs	\$ 2,000
2 Office Supplies	Direct 100%	\$ 100	12	100%	Total Direct Costs	\$ 1,200
3	>Choose<				>Choose<	\$ -
4	>Choose<				>Choose<	\$ -
5	>Choose<				>Choose<	\$ -
6	>Choose<				>Choose<	\$ -
7	>Choose<				>Choose<	\$ -
8	>Choose<				>Choose<	\$ -
9	>Choose<				>Choose<	\$ -
10	>Choose<				>Choose<	\$ -
11	>Choose<				>Choose<	\$ -
12	>Choose<				>Choose<	\$ -
13	>Choose<				>Choose<	\$ -
14	>Choose<				>Choose<	\$ -
15	>Choose<				>Choose<	\$ -
<b>Indirect Costs</b>	<b>Direct/Indirect</b>	<b>Total Agency Indirect Costs</b>	<b>% to Contract</b>	<b>Distribution Base</b>	<b>Total Cost</b>	
Sample: Indirect Costs	Indirect	\$ 150,000	18%	Approved indirect cost rate	\$ 27,000	
16 Indirect Costs	Indirect	\$ 68,796	24%	Approved indirect cost rate	\$ 16,786	
					<b>Total</b>	<b>\$ 19,986</b>

Narrative (Required for Each Budget Line Above):

- 1 Estimated monthly cell phone reimbursements at \$50/month for FTEs for 12 months.  
Consists of office supplies such as paper, files, pens, etc. for allocated personnel as well as photocopier maintenance and toner/ink, and postage.
- 2
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- 16 Indirect cost rate for shared costs

I. Support Personnel - Direct or Shared Direct Employees Only

Notes:

1. Only include staff on this page who are employed by your organization for whom you pay payroll taxes.
2. Please list all non-participant related subcontractors or contracted staff on the Consultants/Contracts page.
3. All program personnel should be listed on the Program Personnel page.
4. Indirect personnel may not be contained on this page. They must be included in the indirect cost line on the Overhead page.
5. Staff bonuses or incentive pay is not allowable.

Position-Name	Position Type	Direct Charged or Indirect	Computation		Distribution Base	Total Contract Cost
			Total Wages	% to this Contract		
Sample: Grant Accountant	Accounting Staff	Direct charged	\$ 45,000	100%	N/A-Direct Charged 100%	\$ 45,000
Sample: Receptionist	Reception/Administrative Staff	Shared direct	\$ 75,000	15%	Participant Enrollments	\$ 11,250
1	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
2	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
3	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
4	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
5	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
6	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
7	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
8	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
9	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
10	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
<b>Total</b>						<b>\$ -</b>

Narrative (Required for Each Budget Line Above):

- 1
- 2
- 3
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- 7
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- 9
- 10

J. Fringe Benefits for Support Personnel

Position-Name	Computation		Total Contract Cost
	Contract Salary	Fringe %	
Sample: Grant Accountant	\$ 45,000	15%	\$ 6,750
Sample: Receptionist	\$ 11,250	20%	\$ 2,250
1	0 \$ -	12%	\$ -
2	0 \$ -	12%	\$ -
3	0 \$ -	12%	\$ -
4	0 \$ -	12%	\$ -
5	0 \$ -	12%	\$ -
6	0 \$ -	12%	\$ -
7	0 \$ -	12%	\$ -
8	0 \$ -	12%	\$ -
9	0 \$ -	12%	\$ -
10	0 \$ -	12%	\$ -
Variance from tab I.	\$ -	<b>Total</b>	\$ -

Narrative (Required for Each Budget Line Above):

- 1
- 2
- 3
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**K. Match Resources**

**Notes:**

1. Any match resources reported must directly benefit the project and must be distributed if the resources benefit multiple projects.
2. Rent, depreciation, or usage charges for the project should be included on this page.

Category	Type of Match	Source	Value
A. Participant Training	>Choose<		
B. Supportive Services	>Choose<		
C. Program Personnel	>Choose<		
D. Program Fringe Benefits	>Choose<		
E. Travel	>Choose<		
F. Equipment	>Choose<		
G. Consultants/Contracts	>Choose<		
H. Other Overhead Costs	>Choose<		
I. Support Personnel	>Choose<		
J. Support Fringe Benefits	>Choose<		
<b>Total</b>			<b>\$ -</b>

**Description (Required for Each Match Line Above):**

- A.
- B.
- C.
- D.
- E.
- F.
- G.
- H.
- I.
- J.



workforceCONNECTIONS Budget Template

PY16 WORKFORCE CONNECTIONS YOUTH BUDGET TEMPLATE  
Revised 3/1/16

Agency Name: \_\_\_\_\_

Contract Name/Funding Type: Mesquite Adult/Youth One Stop Affiliate Site

Budget Period (Dates): 07/1/16-06/30/17

\*NOTE: THIS PAGE IS LOCKED AND POPULATES BASED ON INFORMATION ENTERED ON THE SECTION TABS TO THE RIGHT OF THIS SHEET.\*

Cost Type	Budget Summary	Provider Paid	WC Paid	Percent of Budget		Matching Resources
Participant Services Costs	A. Participant Training		\$ 27,811	15.5%	53.1%	\$ -
	B. Supportive Services	\$ 67,727		37.6%		\$ -
Program Personnel Costs	C. Program Personnel	\$ 45,889		25.5%	29.6%	\$ -
	D. Program Fringe Benefits	\$ 7,332		4.1%		\$ -
Overhead and Support Costs	E. Travel	\$ 7,980		4.4%	17.4%	\$ -
	F. Equipment	\$ 3,900		2.2%		\$ -
	G. Consultants/Contracts	\$ -		0.0%		\$ -
	H. Other Overhead Costs	\$ 19,381		10.8%		\$ -
	I. Support Personnel	\$ -		0.0%		\$ -
	J. Support Fringe Benefits	\$ -		0.0%		\$ -
Budget Summary	TOTAL Provider Contract (Provider Paid)	\$ 152,189		84.5%		
	TOTAL WC Paid		\$ 27,811	15.5%		
	TOTAL Project Expenses	\$ 180,000		100.0%		
	TOTAL Matching Resources					\$ -
	Match Percent					0.0%
	TOTAL Project Cost			\$ 180,000		

Overall Budget Requirements:

OJT (A.2.), WEX (B.1.) and Pre-App (B.2.) must total at least 30% of Total Project Expenses

Prepared By (Provider):

Elsie Lavonne Lewis

Print Name Sign Name Date

lavonne.lewis@usw.salvationarmy.org

Email Address Phone Number 702 870-4430

Approved By (Provider):

Print Name Sign Name Date

Approved By (WC Program):

Print Name Sign Name Date

Approved By (WC Fiscal):

Print Name Sign Name Date

**A. Participant Training Costs**

**Note:**

1. The training categories are locked and may only include the following.
2. OJT (A.2.), WEX (B.1.) and Pre-Apprenticeship Programs (B.2.) must total at least 30% of Total Project Expenses.
3. In prior years, work experience was contained on the training page. It has been moved to tab B.

Training Description	Computation		Total Contract Cost
	Unit Cost	No. of Units	
1 Occupational Skills Training	\$ 1,200.00	10	\$ 12,000
2 On The Job Training	\$ 1,200.00	13	\$ 15,811
3 Incumbent Worker Training			\$ -
4 Customized Training			\$ -
<b>Total</b>			<b>\$ 27,811</b>

Does any of the above training provide either a direct or indirect financial benefit to your organization or a related party? If so, please describe.

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**Narrative (Required for Each Budget Line Above):**

- 1 OCC Training for 10 Participants at an average cost of \$1,200.00
- 2 Place OJT Reimbursements for 13 Participants at 50% of Wages
- 3
- 4

B. Supportive Services

1. Please list each **type** of supportive service on a separate line. Respondents may group similar items together in one line if desired (i.e. a transportation line may contain bus passes and gas cards).
2. OJT (A.2.), WEX (B.1.) and Pre-Apprenticeship Programs (B.2.) must total at least 30% of Total Project Expenses.
3. In prior years, work experience was contained on the training page. It has been moved to tab B.

Item/Service	Computation		Total Contract Cost
	Unit Cost	No. of Units	
Sample: Bus passes	\$ 65	200	\$ 13,000
Sample: Clothing	\$ 100	75	\$ 7,500
1 Work Experience (WEX)	\$ 1,300	30	\$ 39,000
2 Pre-Apprenticeship Programs			\$ -
3 Incentives	\$ 150	50	\$ 7,500
4 Book Assistance	\$ 100	50	\$ 5,000
5 License/Fees	\$ 50	50	\$ 2,500
6 Transportation	\$ 65	50	\$ 3,227
7 Clothing/Work Supports	\$ 150	50	\$ 7,500
8 Child Care	\$ 200	15	\$ 3,000
9			\$ -
10			\$ -
<b>Competitively Procured Contracts for Participant Services-Please list below</b>			
Sample: Lifeskills Training	\$ 3,000	3	\$ 9,000
11			\$ -
12			\$ -
13			\$ -
14			\$ -
15			\$ -
<b>Total</b>			<b>\$ 67,727</b>

**Narrative (Required for Each Budget Line Above):**

- 1 Will provide 30 work experience for youth consisting of an average cost of \$1300
- 2 Pre-Apprenticeship = zero training cost
- 3 Program incentives for 50 youth at \$150 per participant
- 4 Book Assistance for 50 youth at \$100 per participant
- 5 License, Fees and Certifications for 50 youth at \$50 to include IDs, CPR training, Food Safety Cards
- 6 Transportation assistance estimated for 50 participants at average of 65 dollar cost per bus pass/gas voucher
- 7 Participants will receive clothing vouchers, tools and other work supports to ensure they are prepared for employment
- 8 Child care assistance for 15 youth at \$200 per participant
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C. Program Personnel - Employees Only

Notes:

1. Include staff on this page who are performing direct programmatic duties.
2. Please list any contracted staff in the bottom section.
3. All non-program personnel including the Executive Director/CEO or equivalent and accounting or other support staff should be listed on the Support Personnel page.
4. For staff who perform career coach duties, please list those duties on a separate line. See sample below.
5. For staff who perform job developer duties, please list those duties on a separate line. See sample below.
6. Staff bonuses or incentive pay is not allowable.

Position-Name	Staff Type	Computation				Total Contract Cost
		Annual Salary	% of Time	Hrs. per Week	# of Months	
Sample: Jane Doe, Career Coach	Career Coach	\$ 40,000	50%	20	12	\$ 20,000
Sample: Jane Doe, Job Developer	Job Developer	\$ 40,000	50%	20	12	\$ 20,000
1 Job Developer	Job Developer	\$ 31,200	50%	20	12	\$ 15,600
2	<Choose>			0		\$ -
3	<Choose>			0		\$ -
4	<Choose>			0		\$ -
5	<Choose>			0		\$ -
6	<Choose>			0		\$ -
7	<Choose>			0		\$ -
8	<Choose>			0		\$ -
9	<Choose>			0		\$ -
10	<Choose>			0		\$ -
11	<Choose>			0		\$ -
12	<Choose>			0		\$ -
13	<Choose>			0		\$ -
14	<Choose>			0		\$ -
15	<Choose>			0		\$ -
<b>Contracted Programmatic Staff-Please list below</b>		<b>Hourly Rate</b>	<b>% Markup</b>	<b>Hrs. per Week</b>	<b># of Weeks</b>	<b>Total Cost</b>
Sample: Bob Smith	Job Developer	\$ 15.00	32.00%	20	12	\$ 4,752
16 B. Gray, Program Manager	Other Direct Function	\$ 23.32	32.99%	10	52	\$ 16,126
17 Career Coach	Career Coach	\$ 20.42	33.19%	10	52	\$ 14,142
18	<Choose>					\$ -
19	<Choose>					\$ -
20	<Choose>					\$ -
				<b># of Total FTE's</b>	<b>1.0</b>	<b>Total \$ 45,869</b>
				<b># of Dedicated Career Coach FTE's</b>	<b>0.3</b>	
				<b># of Dedicated Job Developer FTE's</b>	<b>0.5</b>	
				<b># of Participants Projected to Serve</b>	<b>30</b>	

Narrative (Required for Each Budget Line Above):

- 1 The Job Developer interviews clients, assesses skills and interests for job placement, arranges OJT opportunities and employment placement,
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- 15
- 16 The Youth Program Manager acts as expert resource for other case managers, interviews clients, assesses client's eligibility, skills and interests, assists clients with employability plans, arranges training, assesses support service needs, motivates, engages and follows up with clients.
- 17 Conducts employability training as needed.
- 18 The Career Coach interviews clients, assesses client's eligibility, skills and interests, assists clients with employment plans, arranges training,
- 19 assesses support service needs, coaches, engages and follows up with clients. Conducts employability training as needed.
- 20

D. Fringe Benefits for Direct Personnel

Position-Name	Computation		Total Contract Cost
	Contract Salary	Fringe %	
Sample: Jane Doe, Career Coach	\$ 20,000	15%	\$ 3,000
Sample: Jane Doe, Job Developer	\$ 20,000	15%	\$ 3,000
1 Job Developer	\$ 15,600	47%	\$ 7,332
2 0	\$ -	12%	\$ -
3 0	\$ -	12%	\$ -
4 0	\$ -	12%	\$ -
5 0	\$ -	12%	\$ -
6 0	\$ -	12%	\$ -
7 0	\$ -	12%	\$ -
8 0	\$ -	12%	\$ -
9 0	\$ -	12%	\$ -
10 0	\$ -	12%	\$ -
11 0	\$ -	12%	\$ -
12 0	\$ -	12%	\$ -
13 0	\$ -	12%	\$ -
14 0	\$ -	12%	\$ -
15 0	\$ -	12%	\$ -
Variance from Tab C.	\$ -	<b>Total</b>	\$ 7,332

**Narrative (Required for Each Budget Line Above):**

7.65% Employer Tax; Retirement 7% 2% Worker's Comp; \$4.98 per hour Health;  
 1 General Liability 1.9%, Sexual Misconduct Assessment 2.5%

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- 19
- 20

E. Travel

Type of Travel	Destination	Computation		Total Contract Cost
		Unit Cost	No. of Units	
Sample: Staff mileage	Various-in town	\$ 0.54	5000	\$ 2,700
Sample: Conference travel	To be determined	\$ 500.00	3	\$ 1,500
1 Staff Mileage	Various	\$ 0.54	12000	\$ 6,480
2 Conference Travel	To Be Determined	\$ 500.00	3	\$ 1,500
3				\$ -
4				\$ -
5				\$ -
6				\$ -
7				\$ -
8				\$ -
9				\$ -
10				\$ -
<b>Total</b>				<b>\$ 7,980</b>

**Narrative (Required for Each Budget Line Above):**

- 1 Travel for Career Coach to Mesquite 1 day a week for 52 weeks and Program Manager as needed
- 2 Travel for training.
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

F. Equipment

Note: Please only include items with a unit cost of \$500 or over on this page.

Item Description	Computation		Total Contract Cost
	Unit Cost	No. of Units	
Sample: Case manager laptop	\$ 750	2	\$ 1,500
Sample: Laser printer	\$ 500	1	\$ 500
1 Computers	\$ 650	6	\$ 3,900
2			If item here, list on tab H.
3			If item here, list on tab H.
4			If item here, list on tab H.
5			If item here, list on tab H.
6			If item here, list on tab H.
7			If item here, list on tab H.
8			If item here, list on tab H.
9			If item here, list on tab H.
10			If item here, list on tab H.
<b>Total</b>			<b>\$ 3,900</b>

**Narrative (Required for Each Budget Line Above):**

- 1 Computers to support required case management functions
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

G. Consultants/Contracts (Non-Participant Related)

Notes:

1. Please list all contracts for direct participant services on tab B. Supportive Services.
2. All contracts listed must be procured according to WC procurement policy.

Type of Service	Computation		Total Contract Cost
	Cost Per Unit	No. of Units	
Sample: Consulting Services	\$ 75	20	\$ 1,500
1			\$ -
2			\$ -
3			\$ -
4			\$ -
5			\$ -
6			\$ -
7			\$ -
8			\$ -
9			\$ -
10			\$ -
<b>Total</b>			<b>\$ -</b>

Are any of the above contractors related to anyone in your organization by blood or marriage, or business or employment relationship? If yes, please explain.

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Narrative (Required for Each Budget Line Above):

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10



H. Other Overhead Costs

Note:

1. Only list direct charged and shared direct expenses in the top section. Indirect costs go in the bottom section in one line.
2. Indirect costs may only be captured through an approved indirect cost rate and must be included in a single line item. This line must also include staff and fringe for those who are contained in the indirect pool.
3. No rent, depreciation, or building usage charges may be included in either the direct or indirect sections. Those costs should be reported on tab K. Match. Organizations with rent in the indirect pool must take care to exclude it.
4. Facilities-related costs such as utilities or janitorial services are allowable.
5. Only include costs on this page that benefit this contract and are necessary for the administration of the contract.

Direct and Shared Direct Item Description	Type of Direct Expense	Computation				Shared Direct Distribution Base	Total Contract Cost
		Unit Cost	No. of Units	% to this Contract			
Sample: Office Supplies	Direct 100%	\$ 250	12	100%	N/A-Direct Charged 100%	\$ 3,000	
1 Cell Phones	Direct 100%	\$ 50	80	100%	Total Direct Costs	\$ 4,000	
2 Office Supplies	Direct 100%	\$ 200	12	100%	Total Direct Costs	\$ 2,400	
3	>Choose<				>Choose<	\$ -	
4	>Choose<				>Choose<	\$ -	
5	>Choose<				>Choose<	\$ -	
6	>Choose<				>Choose<	\$ -	
7	>Choose<				>Choose<	\$ -	
8	>Choose<				>Choose<	\$ -	
9	>Choose<				>Choose<	\$ -	
10	>Choose<				>Choose<	\$ -	
11	>Choose<				>Choose<	\$ -	
12	>Choose<				>Choose<	\$ -	
13	>Choose<				>Choose<	\$ -	
14	>Choose<				>Choose<	\$ -	
15	>Choose<				>Choose<	\$ -	
<b>Indirect Costs</b>	<b>Direct/Indirect</b>	<b>Total Agency Indirect Costs</b>	<b>% to Contract</b>	<b>Distribution Base</b>	<b>Total Cost</b>		
Sample: Indirect Costs	Indirect	\$ 150,000	18%	Approved indirect cost rate	\$ 27,000		
16 Indirect Costs	Indirect	\$ 53,201	24%	Approved indirect cost rate	\$ 12,981		
				<b>Total</b>	<b>\$ 19,381</b>		

Narrative (Required for Each Budget Line Above):

- 1 Estimated monthly cell phone reimbursements at \$50/month for FTEs for 12 months.  
Consists of office supplies such as paper, files, pens, etc. for allocated personnel as well as photocopier maintenance and toner/ink, and postage
- 2
- 3
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- 16 Indirect Costs associated this shared expenses

I. Support Personnel - Direct or Shared Direct Employees Only

Notes:

1. Only include staff on this page who are employed by your organization for whom you pay payroll taxes.
2. Please list all non-participant related subcontractors or contracted staff on the Consultants/Contracts page.
3. All program personnel should be listed on the Program Personnel page.
4. Indirect personnel may not be contained on this page. They must be included in the Indirect cost line on the Overhead page.
5. Staff bonuses or incentive pay is not allowable.

Position-Name	Position Type	Direct Charged or Indirect	Computation		Distribution Base	Total Contract Cost
			Total Wages	% to this Contract		
Sample: Grant Accountant	Accounting Staff	Direct charged	\$ 45,000	100%	N/A-Direct Charged 100%	\$ 45,000
Sample: Receptionist	Reception/Administrative Staff	Shared direct	\$ 75,000	15%	Participant Enrollments	\$ 11,250
1	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
2	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
3	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
4	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
5	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
6	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
7	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
8	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
9	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
10	<Choose Position or Type>	>Choose<		0%	<Choose Base>	\$ -
<b>Total</b>						<b>\$ -</b>

Narrative (Required for Each Budget Line Above):

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

J. Fringe Benefits for Support Personnel

Position-Name	Computation		Total Contract Cost
	Contract Salary	Fringe %	
Sample: Grant Accountant	\$ 45,000	15%	\$ 6,750
Sample: Receptionist	\$ 11,250	20%	\$ 2,250
1	0 \$	12%	\$ -
2	0 \$	12%	\$ -
3	0 \$	12%	\$ -
4	0 \$	12%	\$ -
5	0 \$	12%	\$ -
6	0 \$	12%	\$ -
7	0 \$	12%	\$ -
8	0 \$	12%	\$ -
9	0 \$	12%	\$ -
10	0 \$	12%	\$ -
Variance from tab I.	\$ -	<b>Total</b>	\$ -

Narrative (Required for Each Budget Line Above):

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

**K. Match Resources**

**Notes:**

- 1. Any match resources reported must directly benefit the project and must be distributed if the resources benefit multiple projects.**
- 2. Rent, depreciation, or usage charges for the project should be included on this page.**

<b>Category</b>	<b>Type of Match</b>	<b>Source</b>	<b>Value</b>
A. Participant Training	>Choose<		
B. Supportive Services	>Choose<		
C. Program Personnel	>Choose<		
D. Program Fringe Benefits	>Choose<		
E. Travel	>Choose<		
F. Equipment	>Choose<		
G. Consultants/Contracts	>Choose<		
H. Other Overhead Costs	>Choose<		
I. Support Personnel	>Choose<		
J. Support Fringe Benefits	>Choose<		
<b>Total</b>			<b>\$ -</b>

**Description (Required for Each Match Line Above):**

- A.
- B.
- C.
- D.
- E.
- F.
- G.
- H.
- I.
- J.

## FORM 4

### AFFIRMATION & CERTIFICATION

I affirm that the information within this proposal is true and accurate to the best of my knowledge. I acknowledge that I have read and understood the specifications and requirements of the Request for Proposal (RFP), and that my organization is prepared to deliver the proposed activities as described herein. Further, I certify that I am duly authorized to submit this proposal on behalf of my organization. I also understand that by signing any contract initiated as a result of this proposal, my organization is responsible for meeting each deliverable objective set forth in this RFP and/or established federal, state and local Workforce Investment Act directives. I fully affirm and understand that failure to deliver on the objectives set forth in this RFP and my organization's proposal may result in my organization's contract being terminated.

### CONFLICT OF INTEREST

I also affirm that that no individuals involved in writing, preparing, researching, and/or submitting any part of this proposal are members of Workforce Connections' Board of Directors, Programs Committee, Budget & Finance Committee, Executive Committee, Local Elected Officials Committee, consultants, and/or staff currently employed or employed within the last twenty-four (24) months. I fully certify that the organization listed below has no such conflict of interest as stated here and in the RFP.

(Please Print)

Name of Organization: The Salvation Army, A California Corporation

Name: Lt. Colonel Joseph Posillico

Title: Divisional Commander

Authorized Signature: 

LT. COL. JOE POSILICO

Date: 5/10/2016

## Salvation Army

### Mesquite OSAS proposal

#### Scoring Process and Details

- Each proposal is scored by two reviewers. The reviewers each award a score of 1-4 for each criteria under a given scoring element.
  - 4 = Exceeds criteria: Response is excellent. Proposal also offers insight, capacity, observations, or ideas beyond what was expected.
  - 3 = Criteria is fully met: Response meets all expectations in the RFP.
  - 2 = Criteria is partially met: Response is satisfactory.
  - 1 = Criteria is not met: Response is unsatisfactory.
- Scores are averaged and then summed and divided by the total possible point value of the scoring element (number of sub bullets X 4 = total possible points).
- Score is then weighted by weights determined by the organization – see below summary score card for weights.

#### SCORECARD SUMMARY

	Salvation Army	Score	Total Possible Score
6.1	Demonstrated Ability	12.66%	15.00%
6.2	Panel Scores	13.38%	15.00%
7.1	Approach	4.22%	5.00%
7.2	Program Staffing and Case Management Strategy	5.21%	10.00%
7.3	Outreach, Eligibility and Assessment	7.00%	10.00%
7.4	ADW Individual Employment Plan	3.88%	5.00%
7.5	Youth ISS	3.88%	5.00%
7.6	Training and Development Activities	3.75%	5.00%
7.7	Performance Management	5.44%	7.50%
7.8	Follow-Up Strategies	2.03%	2.50%
9.1	Fiscal Narrative	8.75%	10.00%
9.2	Budget	5.00%	10.00%
	<b>TOTAL SCORE</b>	<b>75.2%</b>	<b>100.00%</b>

Demonstrated Ability 30% of Total Score	Program Narrative 50% of Total Score	Fiscal Narrative and Budget 20% of Total Score
26.04%	35.41%	13.75

## SCORECARD - DETAILED

### Salvation Army

Criteria and Comments	Rater 1	Rater 2	AVG	Section Score
6.1A Evidence bidder has experience in administering WIA/WIOA programs and any experience in other employment and training programs, state or federally funded programs, or other workforce support programs. Bidder has provided the name of program, amount of funding, location, type, and scope of the programs and services, and the role of the agency as it relates to program operations. Bidder has demonstrated and provided examples of how they were performance-driven, flexible, innovative, and creative in the delivery of services.	4	3	3.5	<b>12.66%</b>
6.1A Comments: Bidder has good experience administering federal workforce programs as well as other key supportive services. Bidder is a designated Family Resource Center with strong co-location to other federal and state services.				
6.1B Bidder describes organization's experience in serving diverse participants including, but not necessarily limited to: economically disadvantaged individuals with little or no work experience, individuals with low educational attainment or low literacy proficiencies, veterans, individuals with disabilities, those with limited English ability, minorities, ex-offenders, dislocated workers or those who may have experience and skills but have not worked for an extended period. Bidder includes performance numbers to support evidence of successful work with these or similar populations.	4	3	3.5	
6.1B Comments: Particularly strong services for veterans, but also addresses reentry, minorities, and ELL populations.				
6.1C Evidence of bidder's experience (numbers annually achieved) with job development and job placement. Bidder includes discussion of business services delivered and relationships with employer partners. Bidder includes strategy and achievements in retaining placements in their employment and provides timeframe of these programs and percentage of successful retentions.	3	3	3	
6.1C Comments: Good track record				
6.1D Evidence of bidder's successful collaboration and execution in the delivery of a project or program, including description of stakeholder roles and contributions to positive outcomes in the collaborative project described.	4	3	3.5	
6.1D Comments: Evidence of collaboration and good grasp of/planning for the collaboration needed required under WIOA,				
6.2 Panel Score Average			35.67	<b>13.38%</b>
7.1A Bidder clearly describes how program design will provide comprehensive programmatic services for participants. Bidder includes the progression from enrollment through exit to follow-up including all service options.	4	4	4	<b>4.22%</b>

7.1A Comments: Perhaps a few copy/paste errors regarding IEP/ISS, but generally bidder has strong understanding of how to move youth and adults from intake, to services, to follow up. Good detail regarding intake services, assessment for programs/services, follow up plans. Response gives evidence of bidder's understanding of the comprehensive supportive services that support job search and retention. Excellent description.				
7.1B Bidder presents evidence that program will ensure that those participants receive services that appropriately address their barriers and result in positive outcomes.	4	3	3.5	
7.1B Comments: Assessment addresses not just workforce related skills, but also general stability measures and eligibility for other federal and state programs.				
7.1C Bidder describes program's unique and innovative approaches to workforce development program design and leveraging partner resources that will benefit the workforce development area.	3	3	3	
7.1C Comments: Meets criteria.				
7.1D Bidder describes plan to access the services of the required core partners and other recommended partners and includes Letters of support and/or memorandums of understanding (MOUs) detailing partner roles, responsibilities, and resources provided. Letters/MOUs do not count toward 25 pg. limit.	3	3	3	
7.1D Comments: Meets criteria.				
7.2A Evidence of program staffing structure from program manager to front line staff, including career coaches and job developers. Bidder includes description of the roles of each position and the education/experience that existing staff members have in administering projects of similar size and scope. Bidder includes resumes or job descriptions of all staff, funded in whole or in part, for this project.	3	3	3	
7.2A Comments: Meets criteria.				
7.2B Bidder describes how subject matter expertise will be provided to serve special populations. Bidder describes organization's strategy to best serve those participants.	3	3	3	
7.2B Comments: Meets criteria.				
7.2C Bidder discusses the anticipated impact of the project caseload on career coaches funded by this project.	2	3	2.5	5.21%
7.2C Comments: Caseloads are discussed, but impact on staff is not described.				
7.2D Bidder discusses strategy to reduce staff turnover.	1	1	1	
7.2D Comments: Not addressed. Bidder does not discuss strategy to reduce staff turnover.				
7.2E Bidder describes how program will ensure that front-line program staff have sufficient time and support to provide the highest quality programmatic services.	2	2	2	
7.2E Comments: Bidder is very detailed in describing how front line staff will provide services, but does not exactly address the time management issue.				
7.2F Bidder describes strategy to ensure that staff will meet the	1	1	1	



professional development requirements specified in this RFP.				
7.2F Comments: Bidder does not address.				
7.3A Bidder describes outreach and recruitment methods for adults, dislocated workers and youth participants as well as special populations including: adults and youth with disabilities, ex-offenders, veterans, and foster youth.	3	3	3	7.00%
7.3A Comments: Meets criteria.				
7.3B Bidder clearly specifies how many adults and dislocated workers they plan to serve. Bidder includes the percentage of Adults with Disabilities, Reentry Adults, and Veterans they plan to serve.	2	2	2	
7.3B Comments: Mentions number of Adult and Dislocated Workers they plan to serve, does not detail percentages of special populations. Addressed - though not clearly - in approach adult section.				
7.3C Bidder clearly specifies how many youth they plan to serve. Includes the percentage of Youth with Disabilities, Re-Entry Youth, and Foster Care Youth they plan to serve.	2	2	2	
7.3C Comments: Mentions number of Youth they plan to serve, does not detail percentages of special populations.				
7.3D Bidder describes intake process including eligibility determination and how WIOA required eligibility documents will be obtained.	4	3	3.5	
7.3D Comments: Clear experience in administering/enrolling individuals in WIA/WIOA services.				
7.3E Bidder discusses how assessments will be structured to identify academic, employability and occupational interests, aptitudes and skill levels, personal development, and supportive service needs. (At a minimum, each program participant must take the Woofound Career Mapping Assessment)	4	3	3.5	3.88%
7.3E Comments: Several assessments available including Work Keys and CASAS. Emphasis on assessment for all services, not just occupational/vocational.				
7.4A Bidder describes strategy for developing the IEP for adults and dislocated workers. Describes how organization will address barriers to employment, set unique, specific, and realistic objectives, and prepare participants for work by developing and improving work readiness skills.	4	3	3.5	
7.4A Comments: Experience developing IEP's is strong.				
7.4B Bidder describes detailed strategies for training adult and dislocated worker participants to ensure positive outcomes and gives consideration to related supportive services (transportation, childcare, work cards, etc.). Bidder describes how these will be leveraged through other community resources or provided through this project.	3	3	3	
7.4B Comments: Good description of strategies.				
7.4C Bidder describes how adult and dislocated worker participants will progress through the program design and describe an effective method for ensuring participants remain engaged and committed to accomplishing the goals and objectives outlined in the IEP.	3	3	3	
7.4C Comments: Meets criteria.				

7.4D Bidder describes how their program will help participants build sustainable STEM-driven career pathways in the nine industry sectors as designated by the Governor of Nevada that focus on long-term career goals and upward mobility and not just short-term employment needs.	3	3	3	
7.4D Comments: Existing relationship with culinary program. Will need to develop more targeted training relationships for other industry sectors.				
7.4E Bidder describes what tools or activities the organization will utilize (e.g., seminars, workshops, on-line career and industry-sector focused research) to expose program participants to long-term sustainable career goals.	3	3	3	
7.4E Comments: Meets criteria.				
7.5A Bidder describes strategy for developing the ISS for all youth participants. Describes how organization will address barriers to education and employment, set unique, specific, and realistic objectives, and prepare participants for post-secondary education, vocational training, and/or employment by developing and improving academic and/or work readiness skills.	4	3	3.5	
7.5A Comments: Partner experience in developing ISS is very strong.				
7.5B Bidder describes how youth participants will progress through the program design. Bidder describes effective methods for ensuring participants remain engaged and committed to accomplishing the goals and objectives outlined in the ISS.	3	2	2.5	
7.5B Comments: Description of youth progression is too vague.				
7.5C Bidder describes detailed strategies for training youth participants to ensure positive outcomes. Proposal gives consideration to related supportive services (transportation, childcare, work cards, etc.,) and describes how these will be leveraged through other community resources or provided through this project.	4	3	3.5	<b>3.88%</b>
7.5C Comments: Very strong supportive services understanding and partnerships.				
7.5D Bidder describes how program will help participants build sustainable STEM-driven career pathways in the nine industry sectors as designated by the Governor of Nevada that focus on long-term career goals and upward mobility and not just short-term employment needs.	3	3	3	
7.5D Comments: Addressed in the training and development activities section.				
7.5E Bidder describes what tools or activities the organization will utilize (e.g., seminars, workshops, on-line career and industry-sector focused research) to expose program participants to long-term sustainable career goals.	3	3	3	
7.5E Comments: Addressed in the training and development activities section.				
7.6A Bidder describes approach towards offering a wide range of training services to participants, such as occupational skills training and on-the-job training, which will result in positive outcomes. Bidder describes how proposed education/training programs will lead to jobs with livable wages.	3	3	3	<b>3.75%</b>
7.6A Comments: Evidence of existing training relationships, but more will need to be built.				

7.6B Bidder describes approach towards offering a wide range of work-based learning activities, such as apprenticeships, internships and work experiences to appropriate participants. Proposal discusses how organization will identify which participants are appropriate for these activities. Proposal describes how organization will ensure that at least 30% of expenditures will be for work-based learning activities, including work experience, on-the-job training and pre-apprenticeship activities.	3	3	3	
7.6B Comments: Meets criteria.				
7.6C Bidder describes how organization plans to incorporate mentoring for program participants.	3	3	3	
7.6C Comments: Meets criteria.				
7.6D Bidder describes leadership development opportunities, including community service and peer-centered activities encouraging responsibility, and other positive social and civic behaviors for youth participants.	3	3	3	
7.6D Comments: Meets criteria.				
7.6E Bidder describes what evidence-based STEM activities, workshops and trainings they will implement into program design. Based on total enrollment, bidder identifies the percentage of participants that will receive STEM-focused employment and training services. The sub-awardee is required to have demonstrable internal staff capacity to successfully integrate STEM-focus into their program design.	3	3	3	
7.6E Comments: Meets criteria.				
7.6F Bidder describes how the organization will determine the appropriateness of activities for each program participant (e.g., what activities will further their career pathway) and what will be the developmental flow.	3	3	3	
7.6F Comments: Meets criteria.				
7.7A Bidder describes what methods the project will employ to manage performance as a participant progresses: from enrollment, to employment placement, to employment retention.	3	3	3	
7.7A Comments: Meets criteria.				
7.7B Bidder describes approach to job placement and how the job developer will be used to identify employment and work-based learning opportunities for program participants. Specifically describes how the job developer will engage industries that will hire special populations.	3	2	2.5	
7.7B Comments: Vague description on how job developer will engage industries that will hire special populations.				<b>5.44%</b>
7.7C Bidder describes internal quality assurance method to monitor performance including participant file review, data validation, customer service survey, and required performance goals.	4	3	3.5	
7.7C Comments: Understanding of performance metrics, follow up infrastructure necessary serve clients and gather good data.				
7.7D Bidder describes exit strategy to ensure participants will achieve required performance measures.	3	3	3	
7.7D Comments: Meets criteria.				

7.7E Bidder describes how organization will identify, develop and maintain relationships with employers and other partners, which will result in positive outcomes for employment and retention, especially for special populations.	3	2	2.5	
7.7E Comments: Unclear how SA will maintain relationships with employers and other partners.				
7.8A Bidder discusses follow-up services for a minimum of 12 months after the participants exit from the program and includes how mentoring will be incorporated during the follow-up period.	4	3	3.5	<b>2.03%</b>
7.8A Comments: Fairly intensive follow up plan with bi-weekly check-ins after employment.				
7.8B Bidder discusses how organization will ensure that participants remain on their targeted career path after exiting from the program.	3	3	3	
7.8B Comments: Meets criteria.				
9.1A Fiscal Narrative describes the organization's experience with managing federal funds and the experience that fiscal staff employed by the organization have in administering federal funds.			2	<b>8.75%</b>
9.1A Comments: Provides no detail about the kind of federal funding the organization has received and managed.				
9.1B Fiscal Narrative describes the organization's familiarity with federal financial management standards. Narrative discusses how the organization ensures compliance with those standards.			4	
9.1B Comments: Strong financial qualifications.				
9.1C Fiscal Narrative describes how the organization has resolved any monitoring and audit findings or any other issues raised in the audit reports, management letters, and any related corrective action plans for each of the last two years.			4	
9.1C Comments: Strong history with audit performance.				
9.1D Fiscal Narrative describes how organization would manage funds to ensure that spending levels are met but not exceeded; and, to ensure that these services remain available throughout the program year.			4	
9.1D Comments: Good controls in place. Management is located in Phoenix.				
9.2 Budget templates are filled out completely. Answers/costs/salaries are within reason.			2	<b>5.00%</b>
Proposed Budget	360000			
Planned Adult Enrollment	50			
Planned Youth Enrollment:	30			
Cost per	4500			
Match/leveraged dollars:	0			
9.2 Other comments: For an organization with such strong financial systems in place there are some serious inconsistencies/flags within the budget: *When costing out services the budget repeated counts services for 50 youth, but they only plan to serve 30? Work experience for 30 youth				

<p>(\$39,000) plus an additional budgeted \$12,000 for additional OJT for youth?</p> <p>*Cell phone reimbursement in both budgets total 120 months - for 3 staff over a 1-year period of period of performance?</p> <p>*4 computers in adult budget for staff and participants and 6 computers in youth budget for case management with only 3 staff assigned?</p> <p>*Between 2 budgets there are 27,000 miles of driving projected.</p> <p>To be noted:</p> <p>*Job developer and career coach salaries on are the low end - \$31,200.</p> <p>*Fringe costs for staff are 47% of salary.</p> <p>*OJT funding is provided in lump sums - not clear how many hours/wages are expected.</p>				
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