

9. DISCUSSION and POSSIBLE ACTION: Accept staff's recommendation to enter into a sole-source contract with one of the service providers listed below to deliver WIOA services in Boulder City and/or Laughlin, Nevada

The following service providers were considered for this award:

- a. HELP of Southern Nevada
- b. ResCare Workforce Services

Or, accept staff's recommendation to enter into a contract with ResCare Workforce Services to deliver WIOA services in Boulder City and/or Laughlin

Staff's Recommendation – ResCare Workforce Services

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 Local Elected Officials, the contract period shall be October 1, 2016 through June 30, 2018.

REQUEST FOR PROPOSAL

Boulder City and/or Laughlin Adult/Youth One-Stop Affiliate Site

Workforce Innovation and Opportunity Act

Published April 22, 2016

Submission Deadline

May 12, 2016 @ 2:00 PM

Late submissions will not be accepted.

Adult CFDA#: 17.258

Dislocated Worker CFDA#: 17.278

Youth CFDA#: 17.259

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)

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

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:

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

Workforce Connections (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:

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

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.

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:

Date:	May 6, 2016
Time:	5:00 PM
Email:	BCLaughlinRFP@snvwc.org

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., "*Boulder City and/or Laughlin 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.

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 cost 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.

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:**

Due Date:	May 4, 2016
Time:	2:00 PM
Location:	SOQ@snywc.org
Notification Date:	No later than May 6, 2016

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. Please email any questions regarding the SOQ template to: SOQ@snywc.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:**

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

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:

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

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 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:

Title Page	Form 1 – RFP Title Page
Table of Contents	Form 2 – Table of Contents
Executive Summary	One (1) page summary that must include an organizational overview related to workforce development and qualifications.
Proposal Narrative	Demonstrated Ability, Program Narrative, and Fiscal Narrative. <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> Label each section and applicable subsection with the section number and title.
Budget Forms	Form 3a – Adult Budget Template Form 3b – Youth Budget Template
Memorandums of Understanding (MOU)	Include MOUs detailing partner roles, responsibilities, and resources provided. (This does not count toward the 25 page narrative limit.)

Resumes/Job Descriptions for Program Staff	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.)
Signature Sheet	Form 4 – Proposal Affirmation, Certification, and Conflict of Interest

Proposal Format Requirements:

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

SECTION 5 PROGRAM DESCRIPTION

5.1 Statement of Need

Residents of Boulder City and/or Laughlin, Nevada are in need of career services to align their skills with those needed by today’s employers. To address this need WC is seeking programs that organize and deliver some or all of the following career services to meet the individual needs of customers in our Workforce system:

- Workforce Preparation Services;
- Occupational Training Opportunities, including full range of secondary and post-secondary options;
- Supportive Service Assistance;
- Career Counseling;
- Career Pathways grounded in Employer Partnerships;
- Ensure access to and participation in the Affiliate site by mandated partners;
- Actively participate in WC strategic initiatives for the system; and
- Maintain administrative and program obligations associated with receipt of WIOA funds.

One-Stop Affiliate Sites serving adult, dislocated workers, and youth in Boulder City and/or Laughlin are expected to focus their program delivery and serve those most in need of career services including those formerly involved with the justice system, adults and youth with disabilities, foster care youth, and veterans of our military forces. In addition, service providers operating a One-Stop Affiliate Site must ensure the facility and services are correspondingly branded representing the workforce system of southern Nevada.

In order to meet the needs of our workforce and the employers in our community, WC is soliciting proposals to fund Adult, Dislocated Worker and Youth One-Stop Affiliate site in Boulder City and/or Laughlin. The selected proposal responding to this RFP must demonstrate organizational capacity to design and execute an evidence-based program in the defined service area that addresses the needs of the system and meets all of the requirements outlined in the RFP.

5.2 Targeted Geographic Area

This project must provide WIOA services to eligible adults, dislocated workers, and youth residing in Boulder City and/or Laughlin, Nevada.

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) 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 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-recipient'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:

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

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.

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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

Program Name:	HELP of Southern Nevada
Location:	1640 E. Flamingo Rd. Suite 100, Las Vegas, Nevada 89119
Funding Stream(s):	WIOA ADW
Amount Awarded:	\$180,000
Target Population(s):	Adult and Dislocated Workers
Program Description	
<p>Outreach and Communication: <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>HELP has MOU's and Service/Partnership Agreements with numerous organizations who commit their support & resources to provide support services and referrals. HELP will recruit and engage 40 participants throughout the contract; 55% through aggressive community outreach activities, social media and other methods of outreach/recruitment through networking, sharing/distributing program information at community events, working with partners, 45% local business, educational/training institutions and human services providers such as Clark County Social Services, Division of Welfare/Supportive Services, Casa Grande, LVMP, UNLV/GAP programs, JobConnect, WC One-Stop, VA, Voc.Reh, ShadeTree and local Business Chambers.</p> <p>Woofound, CASAS, Workkeys and Career Cluster assessments are administered to help develop the IEP, provide career pathway counseling and employment assistance, support 70% attainment of certifications or degrees, 75% employed at average wage of \$10.25/hr. HELP will conduct ongoing outreach, recruitment and services throughout the contract. Job Developer provides local business/our partners and clients needs assessments and basic gap analysis to identify and develop relationships that result client referrals for services, education/training and employment opportunities. The Quality Control staff monitor files and data entry. Tracking forms and OSOS serve as a platform to monitor/track data. Services to Adults with disabilities, Re-Entry adults and priority will be given to Veterans and spouse.</p>



<p>Basic Career Services: <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 <u>40</u> unique individuals in PY16.</p> <p>Getting people good jobs and acquiring needed skills and support will accomplished through direct services and our partners clients will receive a comprehensive service delivery of training and career services that align and combines resources responsive to the adult's needs. Space dedicated for services include the large Community/Classroom, Resource Room and Computer Lab. Program orientations and workshops take place in the Community/Classroom. The Resource room is for smaller group training, testing and assessments. The Computer Lab is available during business hours for use by participants with the support of staff. HOSN will continue to use the designated OSOS or other WC assigned data tracking coupled with internal systems to track services and referrals.</p>
<p>Individualized Career Services: <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>40</u> unique individuals in PY16 that are determined to be in need of individualized career services.</p> <p>Through direct services and partnerships clients receive a comprehensive service delivery of training and career services that align and combines resources responsive to client's needs. Space dedicated for specialized service providers such as Easter Seals, Voc.Reh, Goodwill and Easter Seals. Space includes a large Community/Classroom, Resource Room and Computer Lab. Program orientations and workshops take place in the Community/Classroom. Services are IEP client career centered and based on assessments used such as Woofound, CASAS, Workkeys and NCIS to identify various vocational interest, aptitudes, vocational and basic skill levels to ensure career/talent development services match the client's need.</p> <p>Upon completion of enrollment and skills assessments clients are scheduled a 1x1 session to be introduced and begin working with their Career Coach to complete needed documentation, develop their IEP and move forward with individualized service plan to attain certification or degree and employment. IEP/Client-Centered driven services are monitored, tracked and reported at point of enrollment to program completion.</p> <ul style="list-style-type: none">-Orientation-Enrollment

	<ul style="list-style-type: none"> -Assessment -Career Coach assignment -IEP development -Career pathways and Employment Coaching -Referral for Occupational Skills Training or Degree program -Employment referral and placement assistance -Exit to follow-up -Program Completion
<p>Training Services: <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>40</u> individuals enrolled in our PY16 program.</p> <p>Training Offerings: Education/Training assessments (Woofound, WorkKeys, CASAS, NCIS) to identify skills, barriers, vocational goals, aptitude and interests. Computer based Job Search and Online application services, Emergency, Human & Social Services, Resource Center with space for agencies to provide on-site services. Career/Work Readiness Workshops and Employment services to support clients through the education/training to employment. Training/Education services include career assessments, vocational and entrepreneurship training, degree programs and employment opportunities that align with the Labor Market & In Demand occupations. HELP works with local and state agencies to acquire labor market informational data that support client career choices and employment. Utilizing the approved ETPL clients are assisted in selection and attaining In-demand industry occupational career certification based training, credentials and degrees. The HELP WORC Program and the One Stop Career Center provides workshops, one to one counseling, supportive/referral services, entrepreneurship, job acquisition and retention trainings and job placement assistance.</p>

Program Management	
<p>Staffing Structure: <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches & 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>40</u> to 1 participant to direct staff ratio.</p> <p>*Chief Employment Officer-Overall Program/Grant/Contract/P&P. *Program Manager- Overall supervision and management of Adult program staff, facility, the day to day services and activities in the Center. Provide tactical support to the Chief Workforce Operations Officer in the management and administrative needs of the program and Career Center projects. *Career Coach-assist participants' Identification of skills, barriers, vocational goals, aptitude and interests. Develop vocational goals reflective of their skills, capabilities, interest and Labor Market Trends. Facilitates participant progress towards achieving goals by creating and updating plans moving them from program enrollment, support services, education/training to employment *Job Developer-Conduct Employer assessments to obtain current employment trends and employment opportunities. Responsible for initiating and maintaining ongoing relationships with employers, job development and employer support. Refers well-matched clients to various employers within the community. Coordinates "Job Club" and related activities. Provides presentation to employers and Job Seeking skills workshops. *Quality Control Team-Monitors enrollments, information/data quality and data validation.</p>
<p>Quality Control: <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. Program Manager supervises the program staff, facility, the day to day services and activities in the Center. Provide tactical support, updates/reports and attend mandatory weekly managers meetings with the Chief Workforce Officer to evaluate the performance and impact of the organization and staff in meeting objectives and deliverables, programming, systems, management and administrative needs. Staff and clients receive orientations that present an overview of WIOA and the various support services provided to all clients ADW and unregistered by HELP. The service flow has a daily review process in place that tracks program enrollment, training, employment placement and follow up; being internally monitored as an additional level of documentation and data validated by Program Manager and the Quality Control data review team. Mandatory agency monthly Staff and Professional development workshops, opportunities to attend outside trainings to enhance skills as well as attending specialized trainings provided by Workforce Connections. *Program presentations, materials and signage include Workforce Connections and HELP of Southern Nevada branding.</p>
<p>Subject Matter Experts <i>Describe how you will ensure</i></p>	<p>HELP will continue a holistic approach, Client-Centered approach</p>

<p><i>content-expert services are provided to special populations (e.g., Veterans, Youth & Adult with Disabilities, Re-Entry Youth & Adult, & Foster Youth). Describe the expected educational and/or experiential backgrounds of staff providing subject matter expertise.</i></p>	<p>to services that engages and sustains ongoing interaction and interconnectedness between client and the HELP staff. Clients will receive ADW programming and specialized inter-agency services and outside referrals through strong partnerships with local training/educational institutions, employers, businesses, Chambers that have expertise in the field of current industry market trends, economic development, skills needed in the various fields, insight and resources. *Priority is given to veterans and eligible spouse. HELP has various on site programs that provide specialized direct and referral services to adults and youth, Ex-Offenders, Re-Entry, Persons with Disabilities, homeless, unemployed, under-employed, disenfranchised and displaced.</p>
<p>System Partnerships and Programs <i>Describe your plan to integrate at least one required WIOA Core Partner and additional System Partners/Programs.</i></p>	<p>HOSN has on-site certified SNAP staff to provide assistance with the Food Stamp application, and will provide free office space, internet, copying, fax/scanning equipment use and receptionist services to local service providers such as the Bureau of Vocational Rehabilitation, Clark County Social Services. In addition to the office space, office equipment use and receptionist services providers of social and those business/training organizations STEM industry sectors that have strong local market trends will be a part of the Work Readiness Workshops training team to present their sector specific industry career information and employment requirements. HOSN will provide cross sector information and presenters with our Sector Specific emphasis being the various medical skills training fields and employment opportunities with UNLV/GAP and nursing program. HOSN expand its local service and training provider partnership and career training relations to help ensure more individuals from diverse social-economic back grounds, persons with disabilities, veterans and their spouse and re-entry individuals general STEM related market industry trends career exploration, training and employment</p>
<p>Performance Management: <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</i></p>	<p>HOSN will work closely with One-Stop Partners and provide required program services to meet the skills requirements of the employers, increase ADW skills attainment with employer focus, increase ADW self-sufficiency and decrease dependency on welfare programs. HOSN will follow WIOA outcome measures and will internally measure the overall effectiveness of the program by how soon participants gained employment, how well we matched participants with compatible long term employment,</p>



incremental benchmarks. Please also complete the table included in this section to communicate your plans by Quarter.

wage & hour information as required, training with credentials that meet employers focus and the overall value for the employers. The Measures will facilitate the service delivery process, reduce barriers that hinder self sufficiency and maximize overall service delivery by having needed programs such as (1) Financial Literacy; (2) Entrepreneurial skills training; (3) Services that provide labor market and employment information in the local area; (4) Activities that help adults transition to postsecondary education and training; (5) Education offered concurrently with and in the same context as workforce preparation activities and training for specific occupations, within the One-Stop Center, South. HOSN will provide necessary activities through various system partners to increase the employment, retention and earnings of participants, and increase attainment of recognized credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and build the local workforce. Evaluations, customer satisfaction surveys, data systems overseen by our data control team will provide incremental benchmarks. Our internal controls will monitor the data base to ensure data validation.

Projected PY15 Carry In/Transfer Participants: 0

Quarter	1	2	3	4
New Enrollments		40		
Exiters (Est. combined total including both Carry In and New enrollments)				40

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.

Denise Gee, Chief Workforce Officer
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WIOA Youth Programs
Scope of Work
Program Year 2016

Program Name:	HELP of Southern Nevada
Location:	1640 E. Flamingo Rd. Suite 100, Las Vegas, NV 89119
Funding Stream(s):	WIOA Youth
Amount Awarded:	\$180,000
Target Population(s):	At-Risk Youth ages 16-24
Youth Service Delivery	
<p>Outreach and Communications: <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>We are projecting to enroll <u>35</u> youth participants in our PY16 Youth WIOA program.</p> <p>Recruitment and Engagement: HOSN will continue outreach efforts at locations youth congregate (sports centers, game stores, tattoo parlors, skate parks, etc.). In addition, outreach, recruitment and referrals will continue with community partners such as Clark County School District, Clark County Family Services and Welfare, State of Nevada Child Support Enforcement, Las Vegas Metropolitan Police Department, Southern Nevada Center for Independent Living and various other community resource offices.</p> <p>HOSN anticipates that a majority of our referrals will come from CCSD’s Adult Education Department where a referral process is already in place with counselors who offer the program and then contact our Career Coaches directly to schedule appointments. We will increase the use of outreach efforts using social media like Facebook, Instagram, Snapchat and other technology that youth use on a daily basis to increase publicity of our WIOA program and reach more potential participants.</p> <p>We have streamlined our eligibility and intake process to engage those who are alienated, disconnected and disaffected. Using primarily a one-on-one approach and focusing on work, life circumstances and gaining financial stability; these are the key motivators to keeping youth engaged. Career Coaches will have a minimum of two monthly contacts with active youth as to ensure program and outcome compliance.</p> <p>HOSN will have 35 youth participants enrolled by November 31, 2016.</p> <p>HOSN is committed to providing services to individuals with disabilities. A minimum of 15% of all enrollments and provided services will be to youth with disabilities with an emphasis on supporting career pathways to enter and retain employment.</p>

<p>Educational Services:</p> <ul style="list-style-type: none"> • Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies. • Alternative secondary school services, or dropout recovery services. • Activities that help youth prepare for and transition to post-secondary education and training. 	<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>HOSN's One-Stop Center will provide an array of employment services and connect youth to work-related training and education.</p> <p>Tutoring, Study Skills Training, and Evidence Based Dropout Prevention: The Comprehensive Adult Student Assessment System (CASAS) instrument will be used to assess youth's Basic skills and English language proficiency. Youth who are identified as Basic Skills Deficient will be provided with on-going tutoring and will be re-tested as needed to increase their overall basic skills scores. Youth who require a more advance tutoring model or are in need of a more structured environment may be referred to other providers as needed.</p> <p>Alternative Secondary School Services, or Dropout Recovery Services: HOSN works closely with the College of Southern Nevada, (CSN), who provides on-site HiSet & WorkKeys (Tutorial Key Train-Interactive Training Systems) assessments, and tutoring for WIOA Youth by a licensed teacher. In addition, we will refer to Desert Rose, St. Louis adult education programs, and Academy for Individualized study High School (AIS) for these services.</p> <p>Students needing assistance for degrees/certificates, proficiencies, & literacy/numeracy gains work with our on-site tutor & career coach to get the individual attention needed. Participants are encouraged to explore advanced learning & training opportunities. We offer group workshops on a bi-monthly basis on Job Seeking & Keeping skills, Budgeting, & other work & life skills. On a quarterly basis we offer HELP UP opportunities with engagement activities, specialized tutoring, & guest speakers to encourage & provide additional training.</p> <p>Activities that Help Youth Prepare for and Transition to Post-Secondary Education and Training: Summer Employment Opportunities Linked to Academic & Occupational Learning: Work and career exploration is done at a location of business with structured participation & measurable outcome. HOSN's Job Developer recruits employers and oversee work experience.</p> <p>Youth Development Opportunities: Some of the valuable skills the youth will receive are public speaking, decision making, consensus building, creative problem solving, delegation, organizing, planning and morale building. Youth will serve as Peer Advisors and will assist in program enrollment, design & modification.</p>
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<p>Occupational Services:</p> <ul style="list-style-type: none"> • Occupational Skills Training • Education Offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. • Entrepreneurial Skills Training • Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area. 	<p><i>We are projecting to provide training to <u>23</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>Occupation Skill Training-Leading to Recognized Postsecondary Credentials, In-Demand industries & Occupations): HELP staff assist youth in selecting an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by Science, Technology, Engineering and Math (STEM) fields at entry, intermediate, or advanced levels. Youth will have the opportunity to select training, as approved on the ETPL list that is outcome-oriented and focused on a long-term goal as specified in the youth’s ISS, and result in attainment of a certificate.</p> <p>Education Concurrent with Workforce Activities & Training-Specific Occupation: HOSN will provide career centered/science based assessments to give youth work based training and the chance to earn income while also receiving training and developing essential skills that are best learned on the job. HOSN’s WORC Department provides pre-employment services that empower participants to enter or re-enter the labor market. Workshops, support groups and net-working, one-to-one personal/vocational counseling, job-seeking/keeping methods, leadership & decision-making skills development, & assistance with developing an action plan are among the resources used to help participants build confidence, identify skills, & seek training/employment.</p> <p>Entrepreneurial Skills Training: HOSN will align with entrepreneurs and small business owners to help interested youth receive comprehensive business organization and development strategies through webinars and other supportive services.</p> <p>Services-Provide Labor Market/Employment Information-In Demand Occupations: HELP will continue to work closely with Nevada JobConnect for Labor Market Information on a local, state and national level to provide Labor Market Information (LMI) to help youth understand the workplace and the dynamics which influence job search and career choices. Youth will receive a list of key sites to include the Nevada Workforce Informer interactive site which provides the labor and economic information needed to make informed career path decisions. Having chosen a goal, youth can use the workshops, resource library materials, or counseling assistance available at the WORC Center to develop such a plan.</p>
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<p>Work-based Learning Services (30% expenditure requirement for PY 16):</p> <ul style="list-style-type: none"> • Paid or unpaid Work Experiences • On-the-Job Training • Internships and Job Shadowing • Pre-Apprenticeship programs 	<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>3</u> <i>WEXs</i> <u>4</u> <i>OJTs</i> _____ <i>Internships</i> <u>5</u> <i>Job Shadowing</i> <u>4</u> <i>Pre-Apprenticeships</i></p> <p>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.</p> <p>Paid/Unpaid Work Experiences-Incorporate Academic & Occupational Education: The Employment Specialist assesses each participant to give an opportunity to learn & gain knowledge at a pace & style that is comfortable to the individual. Each participant is given a pre-test & scored on their knowledge of Making Career Decisions, Labor Market Information, Preparing Resumes, Filling out Applications, Interviewing Skills, Being Consistently Punctual, Maintaining Regular Attendance, Demonstrating Positive Attitudes/Behavior, Presenting Appropriate Appearance, Exhibiting Good Interpersonal Relations & Completing Tasks Effectively. The employment skill areas will then be gone over & taught in detail individually using integrated technology, or in a group workshop. Paid work experiences will be offered by partner employers to provide the youth with needed on the job skill based training.</p> <p>On-the-Job Training: HOSN has two-hundred (200) employer partners, who provide current job postings, professional instruction, work experience opportunities and/or connection to on the job training. These partnerships have resulted in building a pool of skilled workers to be competitive in the Workforce.</p> <p>Summer Employment Opportunities Linked to Academic & Occupational Learning: Work and career exploration is done at a location of business with structured participation & measurable outcome. HOSN’s Job Developer recruits employers and oversee work experiences.</p> <p>HOSN will offer Job shadowing through career exploration activities that offer the opportunity to spend time with a professional currently working in the youth's career field of interest. Youth will see what it's actually like working in a specific job. In addition, short term internships will be offered at education or training sites to offer youth the opportunity to learn more about career options.</p> <p>HOSN will seek an Apprentice Program that would offer numerous and varied technical trainings like Welding Technology, Culinary Arts, Auto Technology, Construction Technology and Hospitality Management.</p>

<p>Youth Development Services:</p> <ul style="list-style-type: none"> • Leadership Development • Supportive Services • Adult Mentoring • Comprehensive Guidance and Counseling • Financial Literacy 	<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>Leadership Development Opportunities: Some of the valuable skills the youth will receive are public speaking, decision making, consensus building, creative problem solving, delegation, organizing, planning and morale building. Youth will serve as Peer Advisors and will assist in program design & modification.</p> <p>Supportive Services: May include work cards, emergency/residential housing, appropriate clothing for interviews and/or work, transportation assistance, etc.</p> <p>Adult Mentoring: HOSN will utilize local business professionals to teach segments of workshops that would support basic skills, 101 employment opportunities and will align youth with an adult mentor along career paths.</p> <p>Comprehensive Guidance/Counseling/Drug & Alcohol Abuse Counseling/Referral: Youth will be offered drug and alcohol abuse awareness and counseling, mental health services and support. The Counselor is present to guide the client through obstacles that are hard to negotiate at the present time. The Counselor is able to lead group therapy sessions and small workshops to include any topic that impede youth's success. In addition, youth are provided the opportunity and tools needed to ensure personal safety and stability.</p> <p>Financial Literacy: Youth will receive the necessary set of skills & knowledge that allows them to make informed & effective decisions with all of their financial resources.</p>
<p>Employment Services:</p> <ul style="list-style-type: none"> • Career Exploration Activities • Job Readiness Activities • Job Search/Job Placement • Follow-up Services 	<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>HOSN will continue to align with the Southern Nevada Workforce Connections One-Stop Career Center model with a commitment to a comprehensive service delivery of training and career services that aligns and combines resources responsive to the participants needs. Getting people good jobs and acquiring needed skills and support will be accomplished through a network of committed individuals within partnering organizations with "point of access" all under one roof. HOSN will bring together many community partners to seamlessly provide an array of services, from resume preparation, to job search to placement to job coaching to supportive services, and follow up. HOSN will continue to establish dynamic</p>

	<p>partnerships with employers, connecting employment, education and job training opportunities for all participants.</p> <p>Career Exploration Activities: HOSN will provide Education, Tutoring, Work Experience, Mentoring, Training and Work Experience opportunities, which develop skills sets in the emerging market of STEM based industry sectors, such as Tourism, Entertainment, Hospitality Services, Healthcare, Business and Eco IT systems, Clean Energy, Agriculture, Manufacturing, and Mining. Utilizing the youth's ISS and education and employment goals, staff will help youth explore STEM employment opportunities and determine the appropriate certification path.</p> <p>Job Readiness Activities: HOSN will provide Work Readiness Workshops, Career and Skill Assessments through Woofound and NVCIS, one-on-one resume building, interview skills, work focused career exploration and effective job seeking training, and life skills coaching.</p> <p>Job Search Activities: HOSN has a Career Center that includes computers, printers, a fax machine, job listings and a staff person that is able to assist participants in their job search. Assistance with sending resumes to employers and completing online applications is also available. HOSN will continue to offer on-going training to individuals seeking employment, as well as access to the job developer to assist them in their search, as well as with referrals to matched interests.</p> <p>Job Development: The HOSN Job Developer will work in tandem with our Career Coaches to find employment that is both suitable and appropriate. Youth will be assessed, trained and guided throughout the employment process in order to meet the established goals on their Individual Service Strategy plan.</p>
Program Management	
<p>Staffing Structure: <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches & 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>35</u> to 1 participant to direct staff ratio.</p> <ul style="list-style-type: none"> -Chief Employment Officer: Overall Program/Grant/Contract/P&P. -Program Manager: Overall supervision and management of Youth program and staff. -Career Coach/Talent Development Specialist: Assist participants' Identification of skills, barriers, vocational goals, aptitude and interests. Develop vocational goals reflective of their skills, capabilities, interest and Labor Market Trends. Facilitates participant progress towards achieving goals by creating and updating plans, moving them from program enrollment, support services, education/training to employment. Helps clients with interviewing skills, resume building and developing the skills needed to secure employment. -Job Developer: Responsible for initiating and maintaining ongoing relationships with employers, job development and employer support. Refers well-matched clients to various employers within the community. Coordinates "Job Club" and related activities.

<p>Quality Control: <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>Program Manager supervises the program staff, facility, the day to day services and activities in the Center. Provide tactical support, updates/reports and attend mandatory weekly managers meetings with the Chief Workforce Officer to evaluate the performance and impact of the organization and staff in meeting objectives and deliverable, programming, systems, management and administrative needs. Staff and clients receive orientations that present an overview of WIOA and the various support services provided to all clients Youth and unregistered by HOSN. The service flow has a daily review process in place that tracks program enrollment, training, employment placement and follow up; being internally monitored as an addition level of documentation and data validated by Program Manager and the Data Quality Control review team. HOSN provided mandatory monthly Staff and Professional development workshops coupled with opportunities to attend outside trainings to enhance their skills as well as attending specialized trainings provided by Workforce Connections. Program presentations, materials and signage include Workforce Connections and HELP of Southern Nevada branding.</p>
<p>Subject Matter Experts <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth & Adult with Disabilities, Re-Entry Youth & Adult, & Foster Youth). Describe the expected educational and/or experiential backgrounds of staff providing subject matter expertise.</i></p>	<p>HOSN’s holistic approach provides regular, sustained interaction by a career coach or a support team so youth are “wrapped around by people” who got to know them and who challenged them. HELP’s career coaching team provides a youth-centered, goal-oriented process for assessing needs of youth for particular services to meet educational & employment goals & assisting youth in obtaining those services. Personalized activities are scheduled to keep the youth engaged and staff support the progress of the youth. HOSN’s Shannon West Homeless Youth Center is located in the “homeless corridor” area (89101) and open 24/7, to receive homeless youth in need of services. SWHYC is certified by the State of Nevada’s Substance Abuse Prevention & Treatment Agency (SAPTA), allowing us to provide substance abuse treatment & counseling right on our campus. In addition, SWHYC provides shelter, food, clothing, substance abuse counseling, life skills training, & intensive case management to homeless youth. HOSN provides residential support services to youth, who are homeless, disabled, adjudicated, &/or aged out of foster care. For the past nine (9) years, HELP of Southern Nevada (HOSN) has provided employment & training activities for approximately 2,025 at risk youth through Workforce Investment Act funding as overseen by Workforce Connections, and has met or exceeded required outcomes while contributing to Nevada’s High School Graduation Rates & helping at-risk you become active, viable workforce members.</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.

HOSN will manage and obtain successful performance outcomes by how many youth found jobs; did they stay employed; and what did they earn, as outlined in the required WIOA outcome measures. The Measures will facilitate the service delivery process, reduce barriers that hinder self sufficiency and maximize overall service delivery by having needed programs such as (1) Financial Literacy; (2) Entrepreneurial skills training; (3) Services that provide labor market and employment information in the local area; (4) Activities that help youth transition to postsecondary education and training; (5) Education offered concurrently with and in the same context as workforce preparation activities and training for specific occupations, within the One-Stop Center, South. HOSN will provide necessary activities through various system partners to increase the employment, retention and earnings of participants, and increase attainment of recognized credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and build the local workforce. Evaluations, customer satisfaction surveys, data systems overseen by our data control team will provide incremental benchmarks. Our internal controls will monitor the data base to ensure data validation.

HOSN will establish a plan to manage and accomplish WIOA performance measures once those are determined.

Quarter	1	2	3	4
New Enrollments		35		
Exiters				35

PY15 Carry In Participants: 0

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.

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Adult & Dislocated Worker Programs

Scope of Work
Program Year 2016

Program Name:	ResCare Workforce Services
Location:	Las Vegas-Clark County Library, 701 Adams Blvd, Boulder City, NV 89005 Nevada-Laughlin 2840 Needles Hwy, Laughlin, NV 89029
Funding Stream(s):	WIOA Adult & Dislocated Worker
Amount Awarded:	\$180,000
Target Population(s):	Adult and Dislocated Workers living in Mesquite, NV
Program Description	
Outreach and Communication: <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>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 & required partners, One-Stop Affiliates, Chambers of Commerce, U.S.Vets, Goodwill Southern Nevada, Easter Seals, Opportunity Village, Las Vegas Metro Police Department, Library Districts, Southern Nevada Regional Housing Authority, Urban League, St. Jude’s Ranch, 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, & 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 & Department of Corrections, Clark County School District, Department of Health and Human Services, Bureau of Vocational Rehabilitation, local employers & 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 & how they benefits employers & candidates. Mobile One-Stop events will benefit disabled workers, Vets and offenders.</p> <p>Job seeker referral process includes distribution & 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>Basic Career Services: <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 <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 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 & 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>Individualized Career Services: <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</p>

	<p>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. 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>Training Services: <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. 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>Program Management</p>	
<p>Staffing Structure: <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches & 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. Shared with OSCC:</p> <ul style="list-style-type: none"> • Project Director – program oversight • Project Accountant – fiscal oversight • Human Resource Specialist – staffing, payroll, HR • Quality Assurance and Performance Specialist – quality and performance <p>Shared with Boulder City ADW:</p> <ul style="list-style-type: none"> • 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. • 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

	<p>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 & 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>Quality Control: <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 & 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>Subject Matter Experts <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth & Adult with Disabilities, Re-Entry Youth & Adult, & Foster Youth). Describe the expected educational and/or experiential</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</p>

<p><i>backgrounds of staff providing subject matter expertise.</i></p>	<p>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.</p>
<p>System Partnerships and Programs <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>
<p>Performance Management: <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>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</p>



	<p>from Career Coaches and Job Developers with verification of date entry and outcomes documented in OSOS by TDM and Quality Assurance and Performance Specialist.</p> <p>Projected PY15 Carry In/Transfer Participants: <u> 0 </u></p>			
<p>Contact Person & Information: <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>	<p>Lynn Hoffman, Project Director, One-Stop Operator ResCare Workforce Services lynnhoffman@rescare.com Office: 702-822-4202 Mobile: 214-802-5889</p>			

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

WIOA Youth Programs
Scope of Work
Program Year 2016

Program Name:	ResCare Workforce Services
Location:	Las Vegas-Clark County Library, 701 Adams Blvd, Boulder City, NV 89005, 2840 Needles Hwy, Laughlin, NV 89029
Funding Stream(s):	WIOA Youth
Amount Awarded:	\$180,000
Target Population(s):	In-School and Out-of-School Youth
Youth Service Delivery	
<p>Outreach and Communications: <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>RWS will engage with 250 and enroll 27 individuals during PY16 (Q1–50/5;Q2–75/10;Q3–75/7;Q4–50/5)</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>Outreach venues: Local fast food restaurants, Recreation center, High Schools, Local churches, YMCA centers, Community Centers, Libraries and partner locations.</p> <p>Referral partners: Nevada Partnership for Homeless Youth, Boulder City Hospital, Boulder City Homeless Shelter, Job Connect, St. Jude’s Ranch for Children, 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). Laughlin Outreach: Mohave High School, Bullhead City and Laughlin Libraries, Nevada 4H, Laughlin Rotary Club youth program, St. John the Baptist Catholic Church, Laughlin Sr. High School, Mohave Community College, and Laughlin Chamber of Commerce.</p>
<p>Educational Services:</p> <ul style="list-style-type: none"> • Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies. • Alternative secondary 	<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</p>

<p>school services, or dropout recovery services.</p> <ul style="list-style-type: none"> • Activities that help youth prepare for and transition to post-secondary education and training. 	<p>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. 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.</p> <p>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, 5th 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.</p> <p>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.</p> <p>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).</p> <p>*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</p>
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	<p>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 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>Occupational Services:</p> <ul style="list-style-type: none"> • Occupational Skills Training • Education Offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. • Entrepreneurial Skills Training • Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area. 	<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</p>

	<p>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 & 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>Flow process: See *Participant Flow outlined above.</p>
<p>Work-based Learning Services (30% expenditure requirement for PY 16):</p> <ul style="list-style-type: none"> • Paid or unpaid Work Experiences • On-the-Job Training • Internships and Job Shadowing • Pre-Apprenticeship programs 	<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 (http://www.earnwhileyoulearn.org/progreq.asp).</p> <p>Flow process: See *Participant Flow outlined above.</p>
<p>Youth Development Services:</p> <ul style="list-style-type: none"> • Leadership Development • Supportive Services • Adult Mentoring 	<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</p>

<ul style="list-style-type: none"> • Comprehensive Guidance and Counseling • Financial Literacy 	<p>including:</p> <ul style="list-style-type: none"> • Leadership Development: Project CEO, Youth Focus Group, Youth Forums, and “Boss” Shadowing • Supportive Services include Gas cards, Childcare, Eye exams and eyeglass vouchers, Employment clothing, and other services, as appropriate • 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. • 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 • 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"> ○ Module 1: The Plans We Have for Our Lives ○ Module 2: Andrew's Simulation ○ Module 3: Earned Income and Skill Demand ○ Module 4: Federal Income Taxes ○ Module 5: Other Deductions from Pay ○ Module 6: Tracking Expenses & Budgeting ○ Post-Test <p>Flow process: See *Participant Flow outlined above.</p>
<p>Employment Services:</p> <ul style="list-style-type: none"> • Career Exploration Activities • Job Readiness Activities • Job Search/Job Placement • Follow-up Services 	<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"> • Interest: What job activities interest you? ResCare Career Pathways Explorer (Woofound), Interactive Career Exploration • Values: What is most important to you in a career? Virginia Education Wizard • Vision: What kind of lifestyle do you desire for your future? Texas Reality Check • Skills: What skills do you have or are willing to develop? O*Net Skills Search

- Training: How long are you willing train for the skills? [Training that best fits your needs](#)

Job Market Research tools help answer questions like:

- What does the job market look like? Woofound, [My Next Move](#), [Occupational Outlook Handbook](#), [O*NET OnLine](#)
- High Demand Careers: What careers have a bright outlook? [Declining Employment](#), [Fastest Growing](#), [Largest Employment](#), [Most New Jobs](#), [Most Openings](#), [Demand Occupations](#)
- High Demand Careers: What careers pay well? [Highest Paying](#)
- Career Decision: What career pathway will you chose?

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.

Job Search / Job Placement resources include:

- ResCare Academy: [Get Ready Get Hired - Effective Interviewing](#)
- ResCare Academy: [Get Ready Get Hired - Building an Effective Resume](#)
- ResCare Academy: [Get Ready Get Hired - Developing an Effective LinkedIn Profile](#)
- Resume Development: [Resume Hero](#) and [Career Builder](#)
- Online Job Boards: [Nevada Job Bank](#), [ResCare Talent Market](#), the talent portal developed to match local job seekers to employers and job listings.
- LinkedIn Profile: [LinkedIn](#)

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, Boulder City Youth Hall of Fame, Alumni Program and Incentives.

Flow process: See *Participant Flow outlined above.

Program Management

<p>Staffing Structure: <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches & 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 27 to 1 participant to direct staff ratio. Career Coaches and Job Developers will be Life Coach certified within 6 months of program implementation. Shared with OSCC:</p> <ul style="list-style-type: none"> • Project Director – program oversight • Project Accountant – fiscal oversight • Human Resource Specialist – staffing, payroll, HR • Quality Assurance and Performance Specialist – quality and performance <p>Shared with Boulder City ADW:</p> <ul style="list-style-type: none"> • 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. • 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 & 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>Quality Control: <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. 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 & 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. 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 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>Subject Matter Experts <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth & Adult with Disabilities, Re-Entry Youth & Adult, & 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
Office: 702-822-4202
Mobile: 214-802-5889