



4. Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.
- D. Leading efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- E. Designating and certifying one-stop operators as described in Section 121(d)(2)(A) of WIOA and, when appropriate and necessary, terminating for cause the eligibility of such operators.
- F. Serving as fiscal agent for the One-Stop Career Center operating and infrastructure expenses.
- G. Coordinating activities with education and training providers in the local area, including providers of workforce development activities and providers of adult education and literacy activities under Title II of the WIOA.

**V. Responsibilities of the Department of Employment, Training and Rehabilitation (DETR)**

- A. As the State's workforce agency, DETR's Wagner-Peyser and Unemployment Insurance programs deliver a wide array of employment services to job seekers of the OSDS including the following activities:
  1. Coordinating and providing basic career services, particularly labor exchange services with the provision of Unemployment Insurance (UI) claimant services;
  2. Administering the work search test, conducting eligibility assessments, registering UI claimants for employment services, and the provision of job finding and placement services; and
  3. Referring and providing application assistance to UI claimants for training and education resources and programs.
- B. DETR's Vocational Rehabilitation program will assess, plan, and provide services to individuals with disabilities so that they may prepare for and engage in competitive integrated employment consistent with their unique strengths, priorities, concerns, abilities, capabilities, interests, and informed choice. The program uses their expertise to ensure that individuals with disabilities get the services they need through the OSDS and play a critical role in working with employers who are interested in hiring qualified individuals with disabilities.



## **VI. Responsibilities of the Department of Education (DOE)**

The DOE's Adult Education and Literacy program provides the following Adult Education and Family Literacy Act services and activities to job seekers of the OSDS including the following activities that improve access to education and training opportunities, as well as employment:

- A.** Assist adults to become literate and obtain knowledge and skills for employment and economic self-sufficiency;
- B.** Support the educational and skill achievement of parents and family members to participate in the educational development of their children and improve economic opportunities for families;
- C.** Assist immigrants and English learners in improving their English and math proficiency and understanding the rights and responsibilities of citizenship; and
- D.** Assist incarcerated individuals in strengthening their knowledge and skills to promote successful re-entry into society.

## **VII. Responsibilities of the One-Stop Operator and All Partners**

Parties to this MOU agree to deliver highly coordinated services that are essential for all customers. Given the complexity of the workforce development system and the wide range of services available to businesses and job seekers, it is necessary that system partners, agencies, and organizations contribute and maintain a network of robustly coordinated services across the community that are accessible at multiple points and in a seamless approach.

The following elements must be incorporated:

- A.** Seamless customer flow between programs, whereby all information will be accessible to avoid duplication of services to the extent permitted by regulations requiring confidentiality of participant records.
- B.** High standards for quality of service and customer experience for all individuals seeking assistance through the OSDS, which will include:
  - 1. All system partners being listed as a source for applicable referrals for services rendered to customers.
  - 2. All system partners working in a safe and professional environment.
  - 3. System customers receiving prompt and courteous service from staff.



4. System partners promoting further integration of programs through joint planning at the State and local level.
  5. System partners participating in the identification of best practices/strategies to improve coordination and integration of resources, programs and services.
  6. System partners measuring program performance and sharing such information with the other system partners as requested.
  7. System partners actively participating in the operation of the system consistent with the terms of this MOU and within the scope of legislative requirements governing the parties' respective programs, services, and agencies/ organizations.
- C.** A systematic referral process in which all partners are knowledgeable of each other's appropriate contact information and point(s) of contact, and includes follow-up to ensure that customers received appropriate services and that referral outcomes can be tracked and recorded.
- D.** Promotion of co-enrollment of participants across programs and funding streams in order to coordinate and leverage resources and facilitate the interdependence that is at the core of an integrated system.
- E.** For WIOA funded programs, priority of services must be established at the time of eligibility determination and will not change during the participation period:
1. Veterans and eligible spouses who are also included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, are low-income individuals, or are basic skills deficient will receive first priority of services provided with WIOA adult formula funds;
  2. Non-covered Persons (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds;
  3. Veterans and eligible spouses who are not included in WIOA's priority groups;
  4. Non-covered persons outside the groups given priority under WIOA.

## **VIII. Integrated Service Delivery**

The parties to this MOU agree to conduct the following activities:

- A.** Provision of universal access to career services, which shall be available to individuals through the OSDS and shall, at a minimum, include access to:
1. Determinations of eligibility for services under Title I of WIOA for those OSDS partners funded by WIOA.
  2. Outreach, intake and orientation to the information and other services available through the OSDS.



3. Initial assessments of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities, and supportive service needs.
  4. Labor exchange services, including job search and placement assistance, career counseling when determined to be appropriate, provision of information on in-demand sectors and non-traditional employment, and appropriate recruitment and other business services on behalf of employers.
  5. Referrals to and coordination of activities within the OSDS and other workforce development programs.
  6. Workforce and employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas including job vacancy listings, information on job skills necessary to obtain employment and information on local in-demand occupations and the earnings and skill requirement for such occupations.
  7. Performance and program cost information on eligible providers of training services.
  8. Information, in formats that are usable by and understandable to customers, regarding how the local area is performing on the local performance accountability measures.
  9. Information, in formats that are usable by and understandable to customers, relating to the availability of supportive services in the local area and appropriate referrals to those services.
  10. Information and assistance regarding the filing of claims for unemployment compensation including meaningful assistance by on-site properly trained staff.
  11. Information relating to and assistance in establishing eligibility for programs of financial aid assistance and education programs.
- B. Provision of the career services that are applicable to their respective programs and appropriate for the customer being referred and shall include access to:**
1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers including diagnostic testing and assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
  2. Development of an individual's employment plan, to identify the employment goals, achievement goals, and combination of services for the participant;
  3. Groups and/or individual counseling and mentoring;
  4. Career planning (case management);
  5. Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct;
  6. Internships and work experiences that are linked to careers;
  7. Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self management skills;
  8. Financial literacy skills;



- 9. Out-of-area job search assistance and relocation assistance; and
- 10. English language acquisition and integrated education and training programs.

- C. Provision of follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment including counseling about the workplace.
- D. Training Services may be provided if partners determine, after an interview, evaluation or assessment and career planning that the individual is unlikely or unable to obtain or retain employment, is in need of training services, and has the skills and qualifications to successfully participate in the selected program of training services. Training services must be provided through an Individual Training Account and be linked to in-demand employment opportunities. Selection of training services should maximize customer choice, be linked to in-demand occupations, provide training provider performance, and coordinate funding with other sources.
- E. Participate in joint planning and staff/professional development opportunities.

## **IX. Resource Sharing**

An interim Resource Sharing Agreement effective retroactive to July 1, 2015 is outlined in Attachment A of this MOU and will continue in force until a final resource sharing agreement is developed. Each partner's payment of a portion of the operating and infrastructure costs of the OSCC is either in cash or through in-kind services methodology that must be approved by WC. This interim Resource Sharing Agreement must be amended once a final infrastructure cost plan is determined.

Partners to this MOU agree to share in the funding of operating costs of the OSDS, including payment of a portion of the infrastructure costs of the OSCC, as spelled out in WIOA Section 121(c)(2)(A)(ii), either in cash or through in-kind services methodology that must be approved by WC. WC will lead the SNWDA collaborative process required to develop a local one-stop funding mechanism which will result in a final resource sharing agreement that ensures the costs of services, operating cost, and infrastructure costs of the system will be funded by all partners based upon formula or plan. WC and OSDS partners will ensure that shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in the final Resource Sharing Agreement.

Section 121(h) of WIOA requires that all required one-stop partners use a portion of their funds to maintain the one-stop delivery system, including payment of a portion of the infrastructure costs of one-stop centers. This requirement is based on the premise that joint funding of one-stop infrastructure is a necessary foundation for an integrated service delivery system. Specifically, partner funding of infrastructure costs is intended to: maintain the one-stop delivery system to meet the needs of the local areas; reduce



duplication by improving program effectiveness through the sharing of services, resources, and technologies among partners; reduce overhead by streamlining and sharing financial, procurement, and facilities costs; encourage efficient use of information technology to include, when possible, the use of machine readable forms and shared management systems; ensure that costs are appropriately shared by one-stop partners by basing contributions on proportional share of use; and ensure that services provided by the OSDS partners to reduce duplication or to increase financial efficiency at the one-stop centers are allowable under the partner's program.

## **X. Performance Accountability**

### **A. Data Access**

WIOA partners will utilize a common management information system (MIS) currently under development by DETR and WC. Where other OSDS partners are utilizing a different proprietary MIS, shared information and data agreements will be utilized to support access to information between the partners as allowed by authorizing law and regulations.

### **B. Continuous Improvement**

The One-Stop Operator will assess Center operations to ensure continuous improvement to highlight the One-Stop Career Center's ability to meet customer expectations.

### **C. Monitoring by Workforce Connections**

Workforce Connections will monitor annually and perform desk reviews on an as needed basis to evaluate the effectiveness of the local One-Stop Delivery System and partner services located in the One-Stop Career Center and Affiliate Sites including qualitative and quantitative program analysis of program goals, performance, success indicators, outcomes, cost efficiencies, seamless delivery, partner collaboration, and customer satisfaction.

### **D. Customer Satisfaction**

The system partners will measure the success of the OSDS in ensuring business and jobseekers are highly satisfied with the workforce development system services and activities via customer satisfaction surveys.

## **XI. Term and Termination of this MOU**

The term of this MOU shall be effective \_\_\_\_\_ and terminate **June 30, 2018** and reviewed at least once during the effective term of this MOU, unless otherwise terminated by action of law or as permitted in this MOU and/or as amended.





The Local Workforce Development Board (LWDB), with the agreement of the local elected official, may terminate this MOU upon 30 days' written notice to the Partners, or to a single Partner with or without cause. Cause includes, but is not limited to:

- A. Failure to meet required performance standards;
- B. Failure to comply with this MOU; or
- C. Failure to comply with policies and standard operating procedures as established under the authority of the LWDB.

One-Stop Delivery System Partners and WC may mutually agree in writing to extend the term of this MOU, unless sooner terminated by either party. Each MOU entered into between WC and any OSDS partner will be reviewed no less than once every three years to ensure appropriate funding and delivery of services.

## **XII. Entire Memorandum of Understanding**

This MOU constitutes the entire MOU between the parties hereto. This is the entire MOU between the parties and supersedes all prior MOUs between the parties concerning the subject of this MOU. If any provision of this MOU is found to be unenforceable for any reason, all remaining provisions of the MOU shall remain in full force and effect. This MOU may be amended or supplemented only in writing and signed by the parties. No waiver of any of the provisions of this MOU will be deemed, or will constitute a waiver of any other provision, whether or not similar, nor will any waiver constitute a continuing waiver. No waiver will be binding unless executed in writing by the party making the waiver.

## **XIII. Modification and Termination of Participation**

This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties. Submission of a revised MOU does not require a modification to the local plan. Any party to this MOU may terminate their participation in this MOU by giving prior written notice of at least 30 calendar days of the intent to terminate to the other parties and the LWDB.

## **XIV. Confidentiality**

Each party shall keep confidential all information, in whatever form, produced, prepared, observed or received from any of the parties to the extent that such information is confidential by law or otherwise required by this MOU. OSDS partners must take the steps necessary to ensure the privacy of all Personal Identifiable Information (PII) obtained from customers and/or other individuals and to protect such information from unauthorized disclosure. System partners agree to fully comply



with data confidentiality, and will develop procedures that will describe processes to share customer information.

#### **XV. Severability**

If any provision contained in this MOU is held to be unenforceable by a court of law or equity, this MOU shall be construed as if such provision did not exist and the non-enforceability of such provision shall not be held to render any other provision of this MOU unenforceable.

#### **XVI. Insurance**

All parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with the limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request of any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

#### **XVII. Indemnification/Hold Harmless**

Each party hereby agrees to indemnify, defend and hold harmless all other parties to this MOU from and against all claims, demands, damages and costs arising out of or resulting from any acts or omissions which may arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

#### **XVIII. Equal Employment Opportunity**

Equal Employment Opportunity has been, and will continue to be, a fundamental principle of the SNWDA, where employment is based upon personal capabilities and qualifications without discrimination because of race, color, religion, sex, age, national origin, mental or physical disability, sexual orientation, veteran status or any other characteristic protected by applicable federal, state or local law. All such discrimination is unlawful and all persons involved in the operation of the OSDS are prohibited from engaging in this type of conduct.

#### **XIX. Non-Discrimination**

OSDS partners assure that they will fully comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352), which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of handicaps; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C.





'794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255) as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616) as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) Sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd.3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 et seq.) as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and (j) the requirements of any other non-discrimination statute(s) which may apply to the application.

## **XX. Veterans Priority**

Parties to this MOU will comply with Veterans Priority Provisions. System partners are subject to the provisions of the "Jobs for Veterans Act" (JVA), PL 107-288 (37 USC 4216), as implemented by Title 20 of the Code of Federal Regulations Part 1010.

## **XXI. Disabilities Services**

Parties to this MOU will comply with Title 29 of the Code of Federal Regulations Parts 37.7 through 37.10, and will assure that the following is provided, to the extent possible, within the OSDs:

- A. Programs and activities are physically, as well as programmatically, accessible to individuals with disabilities.
- B. System partners' offices and affiliated sites shall be designed to accommodate the needs of physically and mentally handicapped individuals, as appropriate.
- C. Programs and activities, when viewed in their entirety, shall be accessible.

## **XXII. Dispute Resolution**

Should any dispute or grievance require resolution, the steps outlined should be followed. Parties shall continue with their responsibilities under this MOU during any period of dispute or disagreement. Disputes shall be resolved in a timely manner, directly involving the One-Stop Operator and Workforce Connections, as appropriate. Should any disputes or disagreements require discussion and resolution, applicable steps as required by Workforce Connections and WIOA, and other applicable authorizing Acts and laws shall be followed.



### **XXIII. Incorporated Documents**

This Agreement incorporates the following attachments:

- Attachment A: Southern Nevada Workforce Development Area  
One-Stop Career Center  
Interim Resource Sharing Agreement  
Effective Retroactive to July 1, 2015
- Attachment AA: Southern Nevada Workforce Development Area  
One-Stop Career Center  
PY2015 Shared Costs – Budget and Narrative  
Effective Retroactive to July 1, 2015
- Attachment AB: In-kind Costs
- Attachment B: One-Stop Affiliate Sites Partners
- Attachment C: Optional One-Stop Delivery System Partners

### **XXIV. Proper Authority**

The parties hereto represent and warrant that the person executing this MOU on behalf of each party has the full power and authority to enter into this MOU and that the parties are authorized by law to perform the services set forth herein.

By signing individual copies of this MOU, all parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and guidelines relating to nondiscrimination, equal opportunity, maintenance of records and other confidential information regarding the OSDS customers.

**IN WITNESS WHEREOF**, the parties hereto have caused this Contract to be signed and intend to be legally bound thereby.

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## Workforce Connections

\_\_\_\_\_  
Ardell Galbreth, Executive Director

\_\_\_\_\_  
Date

DRAFT



**Arbor E&T, LLC d/b/a ResCare Workforce Services**

\_\_\_\_\_  
L. Bradley Williams, Vice President

\_\_\_\_\_  
Date

DRAFT



**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Wagner-Peyser Title III**

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Don Soderberg, Director

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Date

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**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Vocational Rehabilitation Title IV**

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Don Soderberg, Director

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Date

DRAFT





**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Unemployment Insurance**

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Don Soderberg, Director

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Date

DRAFT



**Nevada Department of Education  
Adult Education and Family Literacy Title II**

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Steve Canavero, Superintendent of Public Instruction

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Date

DRAFT



**American Association for Retired Persons (AARP)  
Older Americans Act, Title V (SCSEP)**

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Fred Ix, Project Manager

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Date

DRAFT



**Armed Forces Services Corporation  
Veterans Financial Coaching**

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Stephen Page, Senior Manager

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Date

DRAFT

**Attachment B**

**One-Stop Affiliate Sites Partners  
(As of December 20, 2015)**

In order to maximize access to the OSDS throughout the SNWDA, WC has established the One-Stop Affiliate Sites where programs, services and activities under WIOA are made available. The following list of One-Stop Affiliate Sites Partners may be amended and revised as WC determines it necessary to add new partner locations whose participation has been determined to be crucial to an effective OSDS:

<b>Las Vegas Valley – North and Adult Pre-Apprenticeship</b> Nevada Partners, Inc. 710 W. Lake Mead Blvd. Las Vegas, NV 89030	<b>Las Vegas Valley – South</b> HELP of Southern Nevada 1640 E. Flamingo Rd., Suite 100 Las Vegas, Nevada 89119
<b>Las Vegas Valley – East</b> Academy of Human Development 235 N. Eastern Ave., #109 Las Vegas, NV 89101	<b>Lincoln County</b> Lincoln County Adult Workforce 360 Lincoln St. Caliente, NV 89008
<b>Nye &amp; Esmeralda Counties</b> NyE Communities Coalition 1020 E. Wilson Rd. Pahrump, NV 89048	<b>Adults with Disabilities</b> Easter Seals Nevada 7351 W. Charleston Blvd., Suite 120 Las Vegas, NV 89146
<b>Adults with Disabilities</b> Goodwill of Southern Nevada 1280 W. Cheyenne Ave. North Las Vegas, NV 89030	<b>Post-Release Re-Entry</b> Foundation for an Independent Tomorrow 1931 Stella Lake Dr. Las Vegas, NV 89106
<b>Veterans &amp; Eligible Spouses</b> Las Vegas Urban League 3575 W. Cheyenne Ave., #101 Las Vegas, NV 89032	

**Attachment C****Optional One-Stop Delivery System Partners  
(As of December 20, 2015)**

Although not required partners by WIOA, optional OSDS partners provide valuable employment, educational, training, and supportive services to customers of the OSDS and may be co-located in the OSCC or provide services through electronic means or formalized referral processes. The following list of optional OSDS partners may be amended and revised as WC determines it necessary to add new partners whose participation has been determined to be crucial to an effective OSDS:

Armed Forces Services Corporation  
Basic Community Services  
Clark County Social Services  
College of Southern Nevada  
Community Services of Nevada  
Desert Rose High School  
Financial Guidance Center  
Manpower, Inc. of Southern Nevada  
Moving Forward Learning Centers  
NV Department of Corrections  
Nevada Beyond Yellow Ribbon  
Nevada Hospital Association  
Nevada State College  
New Growth Nevada Corporation (Community Services Agency)  
Professional Institute of Technology and Accounting (PITA)  
Quality Investigations QI Security Services  
Salvation Army  
Southwest Truck Driver Training  
The Learning Center  
Three Square  
UNLV Division of Educational Outreach  
Vegas PBS





## **Southern Nevada Workforce Development Area**

### **One-Stop Career Center Partner Agreement Between Arbor E&T, LLC d/b/a ResCare Workforce Services and the One-Stop Career Center Partners**

#### **I. Purpose**

The purpose of this agreement is to outline the services provided in the One-Stop Career Center (OSCC) and how each partner contributes to these services. All partners in the OSCC agree:

- A. To deliver a high-quality, consistent set of services to jobseeker and employer customers.
- B. To ensure a mix of services that allows the system to serve a diverse customer base.
- C. To coordinate services and funding to support customer access to and success in postsecondary education.
- D. To support customers progress toward economic self-sufficiency.
- E. To promote industry sector and employer-driven strategies.
- F. To maintain and consistently improve the integration of services and service providers within the OSCC and the system.
- G. To ensure high levels of accountability, cost-efficiency, and innovation to maximize resources and customer satisfaction.
- H. To adopt innovative approaches for service delivery using national best practices.
- I. To collaborate and communicate on a regular basis to review quality of service and performance.
- J. To ensure that all customers will be made aware of all the programs and services for which they may be eligible.

#### **II. Responsibilities of the One-Stop Operator and Partners**

##### **A. Partner Responsibilities**

The Workforce Innovation and Opportunity Act (WIOA) describes the OSCC as “a physical location where jobseeker and employer customers can access the programs, services and activities of all required one-stop partners.” The responsibilities of the OSCC partners are:



1. To provide Career Services (Basic and Individualized);
2. To provide workforce and labor market information; and
3. To provide access to training services.

## **B. One-Stop Operator Responsibilities**

Arbor E&T, LLC d/b/a ResCare Workforce Services (RWS) will provide the leadership, foundation and tools to ensure the standardization of service delivery through the OSCC. Talent Delivery is comprised of three functional areas:

1. **Talent Solutions for Business** – this function is responsible for talent fulfillment by building business relationships, understanding business needs, communicating those needs to OSCC team, and connecting qualified candidates to employment opportunities. Where business needs cannot be met by existing career center candidates, the team shall source for candidates utilizing a variety of tools, relationships and events designed to recruit potential job candidates not currently engaged with the OSCC.
2. **Talent Engagement** – this function is responsible for engaging customers, providing information on career center services, determining level of need, assisting with navigating self-help resources, and guiding customers to the right next service.
3. **Talent Development** – this function is responsible for providing individualized assistance, usually one-on-one that includes a comprehensive assessment, career planning, coaching through and celebrating plan achievements and leveraging other community resources.

## **III. Term and Termination of this Agreement**

This Agreement will be effective retroactive to July 1, 2015 and terminate June 30, 2018 and reviewed at least once during the effective term of this Agreement, unless otherwise terminated by action of law or as permitted in this Agreement and/or as amended. The Local Workforce Development Board (LWDB), with the agreement of the local elected official, may terminate this Agreement upon 30 days' written notice to the OSCC Operator and/or Partners, or to a single Partner with or without cause. Cause includes, but is not limited to:

- A. Failure to meet required performance standards;
- B. Failure to comply with this Agreement; or
- C. Failure to comply with policies and standard operating procedures as established under the authority of the LWDB.



#### **IV. Entire Agreement**

This Agreement constitutes the entire agreement between the parties hereto. This is the entire agreement between the parties and supersedes all prior agreements between the parties concerning the subject of this Agreement. If any provision of this Agreement is found to be unenforceable for any reason, all remaining provisions of the Agreement shall remain in full force and effect. This Agreement may be amended or supplemented only in writing and signed by all parties. No waiver of any of the provisions of this Agreement will be deemed, or will constitute a waiver of any other provision, whether or not similar, nor will any waiver constitute a continuing waiver. No waiver will be binding unless executed in writing by the party making the waiver.

#### **V. Modification and Termination of Participation**

This Agreement may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties. Any party to this Agreement may terminate their participation in this Agreement by giving prior written notice of at least 30 calendar days of the intent to terminate to the other parties and the LWDB.

#### **VI. Dispute Resolution**

Should any dispute or grievance require resolution, the steps outlined should be followed. Parties shall continue with their responsibilities under this Agreement during any period of dispute or disagreement. Disputes shall be resolved in a timely manner, directly involving the OSCC Operator and the LWDB, as appropriate. Should any disputes or disagreements require resolution, applicable steps as required by the LWDB, WIOA, and other applicable authorizing Acts and laws shall be followed.

#### **VII. Compliance Reference Documents**

All parties to this Agreement will abide by state and federal grant requirements, including, but not limited to nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Department of Labor.

The parties to this Agreement agree to comply with the following referenced documents:

- A. Workforce Innovation and Opportunity Act and any revisions or compliance requirements;
- B. Workforce Connections policies and procedures;
- C. Southern Nevada Local Workforce Development Board plan;



- D. Southern Nevada Local Workforce Development Area One-Stop Delivery System MOU;
- E. Local Resource Sharing Agreements; and
- F. Individual partner policies and procedures as they pertain to service delivery in the OSCC.

## VIII. Incorporated Documents

This Agreement incorporates the following attachments:

Attachment A: Southern Nevada Workforce Development Area  
One-Stop Career Center  
Interim Resource Sharing Agreement  
Effective Retroactive to July 1, 2015

Attachment AA: Southern Nevada Workforce Development Area  
One-Stop Career Center  
PY2015 Shared Costs – Budget and Narrative  
Effective Retroactive to July 1, 2015

Attachment AB: In-kind Costs

## IX. Proper Authority

The parties hereto represent and warrant that the person executing this Agreement on behalf of each party has the full power and authority to enter into this Agreement and that the parties are authorized by law to perform the services set forth herein.

By signing individual copies of this Agreement, all parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and guidelines relating to nondiscrimination, equal opportunity, maintenance of records and other confidential information regarding the OSDS customers.

**IN WITNESS WHEREOF**, the parties hereto have caused this Contract to be signed and intend to be legally bound thereby.

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**Arbor E&T, LLC d/b/a ResCare Workforce Services**

\_\_\_\_\_  
L. Bradley Williams, Vice President

\_\_\_\_\_  
Date



## **Workforce Connections**

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Ardell Galbreth, Executive Director

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Date





**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Wagner-Peyser Title III**

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Don Soderberg, Director

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Date



**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Vocational Rehabilitation Title IV**

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Don Soderberg, Director

---

Date



**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Unemployment Insurance**

---

Don Soderberg, Director

---

Date



**Nevada Department of Education  
Adult Education and Family Literacy Title II**

---

Steve Canavero, Superintendent of Public Instruction

---

Date



**American Association for Retired Persons (AARP)  
Older Americans Act, Title V (SCSEP)**

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Fred Ix, Project Manager

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Date



**Armed Forces Services Corporation  
Veterans Financial Coaching**

---

Stephen Page, Senior Manager

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Date



**ATTACHMENT G – Draft Resource Sharing Agreement**  
**(Please see following pages.)**

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## **Southern Nevada Workforce Development Area**

### **One-Stop Career Center Interim Resource Sharing Agreement**

#### **I. Introduction**

This Interim Resource Sharing Agreement (RSA) is entered into pursuant to the Memorandum of Understanding (MOU) by and among Southern Nevada Workforce Development Board and the Southern Nevada One-Stop Delivery System signatory partners (OSDS Partners) and the One-stop Career Center Partner Agreement Between Arbor E&T, LLC d/b/a ResCare Workforce Services (RWS) and One-Stop Career Center Partners (OSCC Agreement). OSDS partners that have worksites established within the physical One-Stop Career Center will share operating and infrastructure costs of the One-Stop Career Center. As set forth in this agreement, specific costs to be shared will be delineated in the One-Stop Career Center Budget and Narrative in Attachment AA.

#### **II. Term of this Agreement**

The term of this Interim Resource Sharing Agreement is effective retroactive to July 1, 2015, and will continue in force until a final resource sharing agreement is developed. Each OSCC Partner's payment of a portion of the operating and infrastructure costs of the OSCC is either in cash or through in-kind services methodology that must be approved by Workforce Connections (WC) and One-Stop Operator. This interim Resource Sharing Agreement must be amended once a final infrastructure cost plan is determined.

#### **III. Indirect Cost Operating Budget**

The indirect cost operating budget is set forth in Attachment AA, as approved by the Southern Nevada Workforce Development Area's Local Elected Officials Consortium (LEOs) plus additional shared costs incurred by the One-Stop Career Center Operator. Any anticipated expenditure that will create an increase of 5% or more to the total indirect cost operating budget amount will require an amendment to this interim Agreement's operating budget prior to incurring the expenditure.



#### **IV. Indirect Cost Operating Budget Cost Allocation Method**

Pursuant to the MOU and OSCC Agreement, it is agreed that each non-WIOA (Workforce Innovation and Opportunity Act) funded OSCC Partner shall pay its allocated share of indirect operational costs with cash or through in-kind services methodology that must be approved by WC and One-Stop Operator. All One-Stop Career Center allocated operating costs must be approved by the Southern Nevada Workforce Development Board's executive director. Such indirect costs are costs that have been incurred for common or joint purpose and cannot be directly attributable/identifiable to one or more One-Stop Career Center Partner.

Costs will be allocated using the seat allocation method for those OSCC Partners who have worksites established within the physical One-Stop Career Center. As such, Attachment AA shall set forth the cost allocation percentages chargeable and identified to each OSCC Partner.

#### **V. Invoicing and Payments**

For all partners who have worksites established within the physical One-Stop Career Center, it is agreed that on behalf of the Southern Nevada Workforce Development Area Local Elected Officials Consortium, Workforce Connections and Arbor E&T, LLC d/b/a ResCare Workforce Services will invoice OSCC Partners for all direct, indirect and/or shared operational costs that are due the Southern Nevada Workforce Development Area. Payment is to be made to Workforce Connections within 30 days of receipt of invoice. Appropriate credits and debits will be applied to the Workforce Innovation and Opportunity Act (WIOA) cost share accounts when adjustments are necessary.

All payment is to be made to:

Workforce Connections  
Financial Department  
6330 W. Charleston Blvd., Suite #150  
Las Vegas, Nevada 89146

#### **VI. Development of a Final Resource Sharing Agreement**

All OSDS Partners to the MOU agree to share in the funding of operating costs of the OSDS, including payment of a portion of the infrastructure costs of the OSCC, as spelled out in WIOA Section 121(c)(2)(A)(ii), either in cash or through in-kind services methodology that must be approved by WC. WC will lead the SNWDA



collaborative process required to develop a local one-stop funding mechanism which will result in a final resource sharing agreement that ensures the costs of services, operating costs, and infrastructure costs of the system will be funded by all partners based upon formula or plan. WC and OSDS partners will ensure that shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in the final Resource Sharing Agreement.

Section 121(h) of WIOA requires that all required one-stop partners use a portion of their funds to maintain the one-stop delivery system, including payment of a portion of the infrastructure costs of one-stop centers. This requirement is based on the premise that joint funding of one-stop infrastructure is a necessary foundation for an integrated service delivery system. Specifically, partner funding of infrastructure costs is intended to:

- A. Maintain the one-stop delivery system to meet the needs of the local areas;
- B. Reduce duplication by improving program effectiveness through the sharing of services, resources, and technologies among partners;
- C. Reduce overhead by streamlining and sharing financial, procurement, and facilities costs;
- D. Encourage efficient use of information technology to include, when possible, the use of machine readable forms and shared management systems;
- E. Ensure that costs are appropriately shared by one-stop partners by basing contributions on proportional share of use; and
- F. Ensure that services provided by the OSDS partners to reduce duplication or to increase financial efficiency at the one-stop centers are allowable under the partner's program.

## **VII. Incorporated Documents**

This Agreement incorporates the following attachments:

Attachment AA: Southern Nevada Workforce Development Area  
One-Stop Career Center  
PY2015 Shared Costs – Budget and Narrative  
Effective Retroactive to July 1, 2015

Attachment AB: In-kind Costs

## **VIII. Proper Authority**

The parties hereto represent and warrant that the person executing this Agreement on behalf of each party has the full power and authority to enter into this Agreement and that the parties are authorized by law to perform the services set forth herein.



By signing individual copies of this Agreement, all parties agree that the provisions contained herein are subject to all applicable Federal, State and local laws, regulations and guidelines relating to nondiscrimination, equal opportunity, maintenance of records and other confidential information regarding the OSDS customers.

**IN WITNESS WHEREOF**, the parties hereto have caused this Contract to be signed and intend to be legally bound thereby.

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**Arbor E&T, LLC d/b/a ResCare Workforce Services**

\_\_\_\_\_  
L. Bradley Williams, Vice President

\_\_\_\_\_  
Date

DRAFT



## Workforce Connections

\_\_\_\_\_  
Ardell Galbreth, Executive Director

\_\_\_\_\_  
Date

DRAFT



**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Wagner-Peyser Title III**

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Don Soderberg, Director

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Date

DRAFT





**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Vocational Rehabilitation Title IV**

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Don Soderberg, Director

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Date

DRAFT



**Nevada Department of Employment, Training and Rehabilitation (DETR)  
Unemployment Insurance**

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Don Soderberg, Director

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Date

DRAFT



**Nevada Department of Education  
Adult Education and Family Literacy Title II**

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Steve Canavero, Superintendent of Public Instruction

Date

DRAFT



**American Association for Retired Persons (AARP)  
Older Americans Act, Title V (SCSEP)**

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Fred Ix, Project Manager

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Date

DRAFT



**Armed Forces Services Corporation (AFSC)  
Financial Coaching Program**

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Stephen Page, Senior Manager

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Date

DRAFT

Attachment AA

**Southern Nevada Workforce Development Area  
One-Stop Career Center  
PY2015 Shared Costs - Budget and Narrative  
Effective Retroactive to July 1, 2015**

One-StopCenter	Authorized FTE	Approved Budget PY2015	Authorized FTE	One-Stop Operator PY2015	Total Shared Costs PY2015
6500 Salaries	0.90	53,179	3.45	167,913	221,092
7000 Accounting and Auditing		5,000			5,000
7005 Legal Fees					-
7010 Legal Publication Advertising					-
7020 Licenses and Permits					-
7025 Dues and Subscriptions		1,000			1,000
7030 Postage and Delivery		6,000			6,000
7035 Printing and Reproduction		4,500			4,500
7040 Office Supplies		22,500			22,500
7045 Systems Communications		25,500			25,500
7050 Training, and Seminars - Staff		3,000			3,000
7055 Travel and Mileage - Staff		2,000			2,000
7060 Utilities		30,000			30,000
7065 Telephone		2,700			2,700
7070 Facility Rent/Lease		146,000			146,000
7075 Facilities Repairs and Maintenance		100,025			100,025
7080 Admin Support Contracts		6,000			6,000
7085A Program Support Contracts		20,000			20,000
7085B Program Support Contracts - IT/Web					-
7090 Non-Board Meetings and Outreach		1,800			1,800
7095 Board Meetings and Travel					-
7100 Insurance		12,900			12,900
7100-7120 Employee Fringe Benefits		18,613		35,262	53,875
7125 Employer Payroll Taxes		1,595			1,595
7130/7135 Payroll Services and Bank Fees		950			950
7200 Equipment - Operating Leases		45,500			45,500
7215/8500 Capital - Equipment and Furniture		7,750			7,750
GASB Depreciation		140,000			140,000
8900 Strategic Initiative - WIA		125,000			125,000
<b>Subtotal One-Stop Career Center</b>		<b>781,512</b>		<b>203,175</b>	<b>984,687</b>

One-Stop Partner Cost 39 **\$ 25,248**

One-Stop Benefit Calculation	Seats	Total Count	%	Total
One-Stop Operator - WIOA A/DW (Core)	25	25	64%	631,210
Business Engagement - WIOA A/DW (Core)	5	5	13%	126,242
DETR - Voc Rehab and Wagner-Peyser (Core)	6	6	15%	151,490
DETR - Unemployment Insurance (Required)	1	1	3%	25,248
AARP, Division of Aging Services (Required)	1	1	3%	25,248
Armed Forces Service Corporation (Other)	1	1	3%	25,248
	39	0	39	100%
				984,687

Summary		
Workforce Connections	757,452	76.92%
DETR	176,739	17.95%
AARP	25,248	2.56%
Other - AFSC	25,248	2.56%
Total	984,687	100.00%

## Southern Nevada Workforce Development Area

### One-Stop Career Center PY2015 Shared Costs – Budget Narrative

Shared costs are defined as those actual costs related to full operation of the LWDB's One-Stop Career Center including infrastructure costs in which all WIOA required partners receive benefit. Shared costs are borne by all required partners that deliver program services throughout the LWDB's One Stop Delivery System and/or through the One Stop Career Center; partners do not have to be co-located. These costs may include the following:

**6500 -Salaries: \$229,092** – Allocated costs for Workforce Connections and One-Stop Career Center Operator administrative and program staff salaries.

Workforce Connections      \$ 53,179  
(includes portions of IT, Facility, Finance, and Executive Staff)

One-Stop Operator              \$167,913  
(includes 3 Full-time Talent Engagement Specialists, 10% of Project Director, 10% of Office Manager and 25% of Project Accountant)

**7000 -Accounting and Auditing: \$5,000** – Allocated costs for the A-133 audit as well as extended accounting, financial consulting, and technical support.

A-133 Audit                      \$ 5,000

**7025 Dues and Subscriptions: \$1,000** – Allocated costs for memberships in trade and technical associations that benefit Workforce Connections' outreach and oversight initiatives. They offer valuable key contacts for workforce/economic development and technical information support.

**7030 Postage and Delivery: \$6,000** – Allocated costs for postage and mail delivery including such activities as routine postage, courier delivery service, and Federal Express delivery.

**7035 Printing and Reproduction: \$4,500** – Ancillary copying and printing costs associated with the One-Stop Career Center daily operations.

**7040 Office Supplies: \$22,500** – Allocated costs for various office supplies needed for daily operations.

**7045 Systems Communications: \$25,500** – Allocated costs for support systems such as data backup, T-1 computer lines, and web hosting for internal e-mail support.

Broadband/Cable	\$12,500
Queuing Systems	\$11,000
Telephone System	\$ 1,500

**7050 Training and Seminars (Staff): \$3,000** – Allocated costs for local and out-of-town staff training and seminars for both local and out-of-town locations for fiscal and programs.

**7055 Travel and Mileage (Staff): \$2,000** – Allocated costs for local mileage and out-of-town staff travel for grant related matters, State and USDOL sponsored training and conferences.

**7060 Utilities: \$30,000** – Allocated costs for utilities.

NV Energy Power	\$23,500
Southwest Gas	\$ 3,500

**7065 Telephone: \$2,700** – Allocated costs for all activities related to telephone services including local and long distance phone charges and wireless communication.

Long Distance	\$ 2,200
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**7070 Rent (Offices): \$146,000** – Allocated costs for Workforce Connections' office space for staff in support of the Board's administrative and programmatic functions.

Charleston Festival	\$146,000
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**7075 Facilities Maintenance: \$100,025** – Allocated costs for equipment, security and facility repairs and maintenance.

Security Services	\$65,000
Janitorial Services	\$17,000
Facility Repairs	\$ 6,000
Facility Supplies	\$ 3,500
Security Access Card	\$ 1,500
Pest Control	\$ 500
Shredding	\$ 500

**7080 Admin Support Contracts: \$6,000** – Allocated costs for administrative support agreements, HR consultant and temporary staffing with focus on administrative, fiscal, and personnel management.



**7085A Program Support Contracts: \$20,000** – Allocated costs for program support training agreements.

Web Development                      \$20,000

**7090 Non-Board Meetings and Outreach: \$1,800** – Allocated costs for business and employer outreach initiatives to attract businesses and establish partnerships for workforce development and employer services.

**7100 Insurance: \$12,900** – Allocated costs for One-Stop Career Center anticipated liability insurance costs for general business liability and auto.

**7100-7120 Employee Fringe Benefits: \$53,875** – Allocated costs for employee benefits including medical, dental, life insurance, and Public Employees Retirement System (PERS) contributions. A rate of 35% of the total salaries is used to calculate the fringe benefits for Workforce Connections staff and 21% for One-Stop Operator staff.

**7125 Employer Payroll Taxes: \$1,595** – Allocated costs for employer payroll taxes which are calculated at 3% of total salaries.

**7130-7135 Bank/Payroll Services: \$950** – Allocated costs for various banking services which include wire transfers, ACH payments, and payroll services.

**7200 Equipment – Operating Leases: \$45,500** – Allocated costs for existing leases on copiers and postage meter equipment as well as any rental equipment needed in daily operations.

Canon Copiers                      \$45,000

**8500 Capital – Equipment and Furniture: \$7,750** – Allocated costs for equipment and furniture including computers, servers, and furniture for administrative and programmatic support staff.

3-year Computer and              \$ 7,000  
Server Replacement

**GASB Depreciation: \$140,000** – Depreciation is the method for allocating the cost of fixed assets including Tenant Improvements for the One-Stop Career Center to periods benefitting from asset use.

**8900 Strategic Initiatives: \$125,000** – These funds are available to be allocated for future workforce initiatives approved by the Board and to ensure adequate funding in the first quarter of the next program year.

## Appendix AB

### In-kind Costs

While it is understood that offsite and onsite Partners are responsible for shared costs since they derive a benefit from One-Stop Career Center (OSCC) services, it is sometimes necessary and permissible to offset the cash payment of those costs with in-kind costs. This document provides guidelines for in-kind costs and some examples of those that may or may not be included to assist each partner in identifying their own in-kind resources. Examples are not intended to be comprehensive and each partner's in-kind resources and costs will be reviewed individually and are subject to approval.

In-kind costs must be shared goods and/or services that benefit multiple partners such as infrastructure costs, intake costs, resource room costs, business services, workshops, etc. Shared costs must be proportionally distributed to those programs that benefit.

### In-kind Request Process

A partner's request to pay a portion of the shared operating and infrastructure costs of the OSCC through in-kind methodology including examples of in-kind goods, services and/or activities must be requested in writing at least once each program year and approved in advance by the One-Stop Operator and Workforce Connections (WC). In-kind resources may be submitted for review and approval anytime during the program year with 30 days advanced notice prior to requested date of utilization. The approved amount based on the method of calculation of market value is an estimate; actual in-kind costs will be documented as a portion of the monthly payment due for shared costs.

### Documentation of Actual In-kind Costs

The partner must provide adequate source documentation to support OSCC/WC approved actual in-kind costs used to offset a portion of the required monthly invoice payment. Source documentation includes, but is not limited to, invoices; proof of payment; time sheets for paid employees or third party volunteers; and/or proof of receipt of goods or services by the OSCC. In-kind costs are limited to actual offsetting shared costs incurred during the same program year (July 1 through June 30).

### Determining the Market Value of In-kind Costs

Following are examples of in-kind calculations of the market value of in-kind costs. Each approved in-kind partner request will include a determination of method of calculation (§ 200.306/§ 200.434).

**Paid Staff** – When a partner furnishes the services of an employee for approved in-kind services (such as career services and mobile-one stop or rapid response events), these services must be valued at the employee's regular rate of pay plus an amount of fringe benefits that is reasonable, necessary, allocable, and otherwise allowable, and indirect costs at either the organization's approved federally negotiated indirect cost rate or 10% de minimis rate (§ 200.414) provided these services employ the same skill(s) for which the employee is normally paid.

**Professional Services Volunteers** – Volunteer services furnished by third-party professional and technical personnel, consultants, and other skilled labor may be counted as cost sharing if the service is integral and necessary to the OSCC shared cost budget. Rates for third-party volunteer services must be consistent with those paid for similar work by the OSCC. Paid fringe benefits that are reasonable, necessary, allocable, and otherwise allowable may be included in the valuation.

**Unpaid Volunteers** – Unpaid volunteers providing on-site services such as assistance in the resource room or intake or off-site services is valued at \$19.81 per hour for Nevada (reported for 2014 at independentsectors.org).

**Paid Volunteers** – When a third-party organization furnishes the services of an employee, these services must be valued at the employee's regular rate of pay plus an amount of fringe benefits that is reasonable, necessary, allocable, and otherwise allowable, and indirect costs at either the third-party organization's approved federally negotiated indirect cost rate or 10% de minimis rate (§ 200.414) provided these services employ the same skill(s) for which the employee is normally paid.

**Goods and Equipment** – Donated property from partners or third parties may include such items as equipment, office supplies, or workshop and classroom supplies. The value assessed to donated property must not exceed the fair market value of the property at the time of the donation.

### **In-kind Costs are Necessary, Reasonable, Allowable, and Allocable**

The partner accepts all responsibility for ensuring the use of in-kind costs to offset shared costs is not prohibited by the partner's governing statute or regulations and meets all federal, state, and local guidelines.

**In-kind Costs must be Necessary and Reasonable** – A partner may request approval to use in-kind costs to offset a portion of monthly shared costs which are ordinary and necessary goods or services for the operation of and provision of shared services in the OSCC and typically are included in the OSCC shared budget. These goods or services would have been purchased or procured by the OSCC if not contributed in-kind by a partner or third-party. The market value of the in-kind cost must be reasonable and will be determined based on market prices for

comparable goods or services for the geographic area and other considerations of § 200.404.

**In-kind Costs must be Allowable** – In-kind costs may be used only as resources to pay for the partner's portion of shared costs if their use is not prohibited by the agency's governing statute or regulations. Allowable costs must meet the following general criteria: (a) be reasonable for the performance of the OSCC and be allocable; (b) conform to any limitations or exclusions set forth in 2 CFR Part 200 principles or in the grant award as to types or amount of cost items; (c) be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the organization; (d) be accorded consistent treatment; (e) be determined in accordance with generally accepted accounting principles (GAAP); (f) not be included as a cost or used to meet cost sharing or matching requirements of any other federally financed program in either the current or a prior period; and (g) be adequately documented (§ 200.403).

**In-kind Costs must be Allocable**– In-kind costs are allocable when they clearly benefit multiple partners and/or programs of the OSCC. In order to be allocable to shared costs, in-kind costs must be treated consistently with like costs, incurred specifically for multiple programs and be distributed in reasonable proportion based on the resource sharing agreement (TAG Manual Part I).

### Examples of In-kind Costs

In-kind goods, services and activity costs may include, but are not limited to:

- Provision of necessary job preparation workshops for potential, systematically/formally referred, and/or enrolled participants of the OSCC;
- Staff assistance providing career services such as in the resource room or intake;
- Referrals to the One-Stop Career Center (services provided to existing or future participants of the OSCC);
- Information and orientation presentations regarding one-stop delivery system services for potential, systematically/formally referred, and/or enrolled participants of the OSCC;
- Active participation in the planning and execution of job fairs;
- Mobile one-stop event participation and/or Rapid Response events;
- Software (OSOS/SAWS, web-based, WorkKeys, Woofound Self-Assessment);
- Volunteers (whether or not a cost is incurred);
- Providing and/or occupying work space and providing services at a seated partner location; or
- Other goods, services and activities that contribute to the delivery of high quality integrated workforce services that promote efficiency, non-duplication and holistic service approaches.

In-kind costs may not include:

- WIOA Required Partner services (WIOA Section 121(b)(1));
- Program income that is earned at the OSCC through a shared cost (i.e., room rental fees) must be distributed to all partner organizations (TAG Manual Part I);
- Passive attendance at training courses, meetings, seminars, etc. (i.e., attendance with no input, as a member of the audience or group); or
- Provision of publicly available, free of charge expertise, data, reports, software, curriculum or materials.

State of Nevada  
Department of Employment, Training and Rehabilitation  
Employment Security Division  
Workforce Investment Support Services

March 21, 2016

**MEMORANDUM**

TO: John Thurman, CEO, Nevadaworks  
Ardell Galbreth, Executive Director, workforceCONNECTIONS

FROM: Karlene Johnson, ESD Program Specialist III

SUBJECT: Local Plans

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Workforce Innovation and Opportunity Act of 2014 (WIOA) requires the development of four-year plans, and for these plans to be revisited/revised after the first two years. WIOA regulations direct Local Workforce Development Boards (LWBD) to submit their local plans to DETR for review and approval. The plans are due to Workforce Investment Support Services no later than May 31, 2016. Please submit your draft to the State for approval and after State approval the final plans that have been signed by the Chief Elected Officials electronically in both Word (.doc) and Adobe (.pdf) format to Grant Nielson [ghnielson@nvdetr.org](mailto:ghnielson@nvdetr.org) and Karlene Johnson at [kfjohnson@nvdetr.org](mailto:kfjohnson@nvdetr.org).

This memorandum provides local areas with goals to be considered in the development of their local plans. It also provide an assurances checklist tool (Attachment A) to assist local areas to ensure that their plans are complete and in accordance with federal guidance. Attachments B and C provide a state required certification section and public comment section that are to be included in the submitted plan.

**2016-20 Local Integrated Workforce Plan Goals**

- A. Articulate a vision for the local area's workforce development system.
- B. Develop goals, objectives, and strategies to increase skill levels, employment, earnings, customer satisfaction and return on workforce development investments.
- C. Develop a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy.
- D. Create a planning process, managed by LWDBs, that assures meaningful opportunities for business, labor,

local chief elected officials, program operators, Nevada JobConnect (NJC), partner agencies, and others to communicate their needs, offer perspectives and expertise, and participate in the process. The review and comment process for developing the local workforce plan is transparent and dynamic, with opportunities for interested parties to comment as the plan is developed.

- E. Create a plan that is focused on the unique needs and resources of the local area and is consistent with Nevada's 2016-2020 Unified State Plan submitted to Department of Labor on March 3, 2016.
- F. Broadly share goals, objectives, and strategies that:
  - Represent the priorities of the LWDB and its partners.
  - Reflect stakeholder input.
  - Offer guidance and propose approaches that benefit customers of the workforce development system (employers, jobseekers, workers, students, and out-of-school youth).
  - Are supported by current and specific economic and demographic data and needs assessment.
  - Take into account existing workforce development programs and services.
  - Are informed by program performance.
- G. Describe the local area's WIOA Title I operational plans.
- H. Document WIOA Title I compliance through the use of an assurances checklist.

## Attachment A - 2016-2020 Local Workforce Plan Assurances

Planning Process and Public Comment		References
<input type="checkbox"/>	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
<input type="checkbox"/>	2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
<input type="checkbox"/>	3. The local board has established procedures to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
Required Policies and Procedures		References
<input type="checkbox"/>	4. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
<input type="checkbox"/>	5. The local board has established a written policy or procedure that identifies circumstances that might present conflict of interest for any local workforce investment board or entity that they represent, and provides for the resolution of conflicts.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c)
<input type="checkbox"/>	6. The local board has copies of memoranda of understanding between the local board and each one-stop partner concerning the operation of the one-stop delivery system in the local area, and has provided the State with the latest versions of its memoranda of understanding.	WIOA Section 121(c); proposed 20 CFR 678.500-510
<input type="checkbox"/>	7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v)
<input type="checkbox"/>	8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
<input type="checkbox"/>	9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400
<input type="checkbox"/>	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430
<input type="checkbox"/>	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service, including, at a minimum, a requirement that all partners can identify appropriate staff contacts and refer customers to those contacts.	WIOA Section 181(c); proposed 20 CFR 683.600
<input type="checkbox"/>	12. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305



<input type="checkbox"/>	13. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	20 CFR 679.560
<input type="checkbox"/>	14. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
<input type="checkbox"/>	15. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA Section 188; 29 CFR 37.42
<input type="checkbox"/>	16. The local board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.	WIOA Section 188; 29 CFR 37.42
<input type="checkbox"/>	17. The local board complies with the nondiscrimination provisions of Section 188, and assures that Methods of Administration were developed and implemented.	WIOA Section 188; 29 CFR 37.54(a)(1)
<input type="checkbox"/>	18. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37;
<input type="checkbox"/>	19. The local board complies with restrictions governing the use of federal funds for political activities, the use of the one-stop environment for political activities, and the local board complies with the applicable certification and disclosure requirements	2 CFR Part 225 Appendix B; 2 CFR Part 230 Appendix B; 48 CFR 31.205-22; RCW 42.52.180; TEGL 2-12; 29 CFR Part 93.100
<input type="checkbox"/>	20. The local board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with DETR's mission.	WIOA Section 167
<input type="checkbox"/>	21. The local board follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 20 CFR part 603
<b>Administration of Funds</b>		<b>References</b>
<input type="checkbox"/>	22. The local board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities (or applicable federal waiver), including a process to be used to procure training services made as exceptions to the Individual Training Account process.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
<input type="checkbox"/>	23. The local board has accounting systems that follow current Generally Accepted Accounting Principles (GAAP) and written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	WIOA Section 108(b)(15)
<input type="checkbox"/>	24. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410

<input type="checkbox"/>	25. The local board has a local allowable cost and prior approval policy that includes a process for the approval of expenditures of \$5,000 or more for equipment requested by subcontractors.	2 CFR 200.314; 200.453
<input type="checkbox"/>	26. The local board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750
<input type="checkbox"/>	27. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP)
<input type="checkbox"/>	28. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
<b>Eligibility</b>		<b>References</b>
<input type="checkbox"/>	29. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A
<input type="checkbox"/>	30. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320
<input type="checkbox"/>	31. The local board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570;
<input type="checkbox"/>	32. The local board has a written policy for priority of service at its centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09

## Attachment B

### Regional/Local Workforce Plan Certification

*This section of the Local Workforce Plan serves as the LWDB's certification that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and must be signed by authorized officials.*

*Please customize this signature page to accommodate your CLEO structure (i.e., local areas that require more than one local chief elected official signature).*

The Local Workforce Development Board for \_\_\_\_\_ certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.

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Local Chief Elected Official(s)

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Date

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Local Workforce Development Board Chair

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Date

## **Attachment C**

### **Public Comment**

Describe the Council's public review and comment process. The description should specify the public comment duration and the various methods used to seek input (e.g., web-posts, newspapers, e-mail, web-posting, events/forums and plan development workgroups. Also include any comments that represent points of disagreement with the plan.

**Agenda item 9.     INFORMATION:**

Sub Recipient Contracts List for Agenda Items 10-14

## Local Workforce Development Board Workforce Connections Sub-Recipient Contracts

Agenda Item	Sub-recipient/Contractor	Funding Source	Amount	Term	
				Start Date	End Date
	The Salvation Army	Youth/Adult/DW	\$360,000*	October 1, 2016	June 30, 2018
Description: Contract for Youth/Adult OSAS in Mesquite, NV. First RFP proposals failed Technical Review. For the second RFP proposals, Mesquite Works did not meet the 75% qualification. Although Salvation Army scored 75.2%, past performance was a concern. However, due to sole source options, staff is recommending procuring Salvation Army for the Mesquite OSAS and will monitor performance concerns accordingly.					
	ResCare Workforce Services	Youth/Adult/DW	\$360,000*	Oct. 1, 2016	June 30, 2018
Description: Sole Source contract for Youth/Adult OSAS in Boulder City/Laughlin, NV. First RFP proposals failed Technical Review. For the second RFP proposals, only one RFP was submitted by Trailways Mental Health and it did not meet the 75% qualification. ResCare Workforce Services is being recommended as Sole Source awardee for the Youth/Adult OSAS – Boulder City/Laughlin.					
	Nevada Partners, Inc.	Adult/DW	\$400,000*	October 1, 2015	December 31, 2016
Description: No cost extension request. Nevada Partners, Inc. is requesting a no-cost extension through December 31, 2016 for continuation of services for the Build Nevada Pre-Apprenticeship Program.					
	Nevada Partners. Inc.	Youth	\$650,000*	October 1, 2016	December 31, 2016
Description: No cost extension request. Nevada Partners, Inc. is requesting a no-cost extension through December 31, 2016 for continuation of services for the Pre-Entry Youth Program.					
	<b>St. Jude's Ranch for Children</b>	Youth	\$210,000*	July 1, 2014	December 31, 2016
Description: No-cost extension request. Board/LEO approved no-cost extension through September 2016. SJRC is requesting additional extension through December 31, 2016 for continuation of WIOA Youth services in Boulder City and Laughlin, NV.					

\* Amount not to exceed

**Agenda item 10.     DISCUSSION AND POSSIBLE ACTION:**

Accept Programs Committee recommendation to award and execute a contract with The Salvation Army to deliver WIOA services in Mesquite, Nevada. Upon approval, The Salvation Army will deliver WIOA services to adults and dislocated workers in an amount not to exceed \$180,000 and WIOA youth services in an amount not to exceed \$180,000. The total award amount shall not exceed \$360,000 for the first twelve (12) months. Upon approval by the WC Board and ratification by the Local Elected Officials Consortium, the contract period shall be October 1, 2016 through June 30, 2018.



**workforce CONNECTIONS**  
PEOPLE PARTNERSHIPS POSSIBILITIES  
*Connecting Employers to a Ready Workforce*

**FORM 1**  
**TITLE PAGE**

***(Please print all information on this page)***

**RFP Title:** Mesquite OSAS

**Organization/Agency Information**

**Name of Organization:** The Salvation Army

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

**Contact Person:** Elsie Lavonne Lewis

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

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

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

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



## **Executive Summary**

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

### **Demonstrated Ability**

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

**The Salvation Army**

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

**The Salvation Army**

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

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

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## PROGRAM NARRATIVE

### Approach Youth

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

### The Salvation Army

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

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

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

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

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

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

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

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

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

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

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

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

#### **Approach /Adults**

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

#### **The Salvation Army**

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

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

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

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

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

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

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

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

**Program Staffing and Case Management Strategy:**

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

**The Salvation Army**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Training and Development Activities**

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

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

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

### **Performance Management**

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

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

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

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

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

## **Follow-Up Services**

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

### **9.1 Fiscal Narrative**

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

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

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

## workforceCONNECTIONS Budget Template

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

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

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

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

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

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

Overall Budget Requirements:

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

Prepared By (Provider):

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

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

Approved By (Provider):

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

Approved By (WC Program):

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

Approved By (WC Fiscal):

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

## workforceCONNECTIONS Budget Template

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

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

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

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

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

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

Overall Budget Requirements:

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

Sufficient

Prepared By (Provider):

Elsie Lavonne Lewis

Print Name

Sign Name

Date

lavonne.lewis@usw.salvationarmy.org

Email Address

702 870-4430

Phone Number

Approved By (Provider):

Print Name

Sign Name

Date

Approved By (WC Program):

Print Name

Sign Name

Date

Approved By (WC Fiscal):

Print Name

Sign Name

Date

**Agenda item 11.     DISCUSSION AND POSSIBLE ACTION:**

Accept Program Committee's recommendation to enter into a sole-source contract with ResCare Workforce Services to deliver WIOA services in Boulder City and/or Laughlin, Nevada. Upon approval, ResCare Workforce Services will deliver WIOA services to adults and dislocated workers in an amount not to exceed \$180,000 and WIOA youth services in an amount not to exceed \$180,000. The total award amount shall not exceed \$360,000 for the first twelve (12) months. Upon approval by the WC Board and ratification by the Local Elected Officials Consortium, the contract period shall be October 1, 2016 through June 30, 2018.

**Adult & Dislocated Worker Programs**

Scope of Work  
Program Year 2016

<b>Program Name:</b>	ResCare Workforce Services
<b>Location:</b>	Las Vegas-Clark County Library, 701 Adams Blvd, Boulder City, NV 89005 Nevada-Laughlin 2840 Needles Hwy, Laughlin, NV 89029
<b>Funding Stream(s):</b>	WIOA Adult & Dislocated Worker
<b>Amount Awarded:</b>	\$180,000
<b>Target Population(s):</b>	Adult and Dislocated Workers living in Mesquite, NV
<b>Program Description</b>	
<b>Outreach and Communication:</b> <i>Describe how you will recruit and engage participants. You must include your targeted number to serve and milestones for enrollment in your program design (number to enroll and by when, per milestone). You must also include details about partnerships that you have that will result in referrals to your program (include details about how referrals will happen and how many you expect from each partner) Describe detailed efforts to include and engage special populations (Veterans, disabled workers, offenders, etc.).</i>	<p>RWS will engage with 300 and enroll 75 individuals during PY16 (Q1–50/10;Q2–75/25;Q3–75/25;Q4–100/15) through partnerships already established with core &amp; required partners, One-Stop Affiliates, Chambers of Commerce, U.S.Vets, Goodwill Southern Nevada, Easter Seals, Opportunity Village, Las Vegas Metro Police Department, 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, &amp; organizations that support Veterans, individuals with disabilities, and offenders. Through outreach and networking new alliances will be established with Nellis Air Force Base transition office, U.S. Department of Veteran Affairs, Yellow Ribbon Program, Clark County Detention Center &amp; Department of Corrections, Clark County School District, Department of Health and Human Services, Bureau of Vocational Rehabilitation, local employers &amp; other organizations that serve job seekers of Southern Nevada.</p> <p>Outreach methods include Navigator presentations, email, social media, flyers, on /off site Job Fairs and brochures detailing our services &amp; how they benefits employers &amp; candidates. Mobile One-Stop events will benefit disabled workers, Vets and offenders.</p> <p>Job seeker referral process includes distribution &amp; completion of Interest Forms that include the referring agencies' name. Registration Desk Sign in Sheets include "How did you hear about us?" to track referrals. Referrals will be logged and reported to WC on a quarterly basis.</p>

<p><b>Basic Career Services:</b>  <i>Insert service offering commitment in space provided. Describe which Basic Career services will be offered in your 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 _300_ 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 &amp; Demand portal and O*Net provides labor market information including salary, requirements, and top local employers. Information and assistance regarding filing claims for unemployment compensation will also be available. WIOA Navigation Sessions will be held 3 days per week and will provide additional information regarding our services as well as program information to those who are unsure of the services we offer or what they need to be competitive in the job market. All Job Seekers are registered in OSOS, and based on daily attendance records, sign in sheets, and OSOS, basic services are tracked monthly, and included in performance and fiscal reports. Participants who are not registered will be referred to other community resources. Referrals and activities will be tracked in a spreadsheet and provided as a monthly report to WC by the Talent Engagement Manager so if WIOA services are requested or appropriate in the future, there will be a record of our engagement with the individual.</p>
<p><b>Individualized Career Services:</b>  <i>Insert enrollment commitment in space provided. Describe which Individualized Career services will be offered in your program design and how they will be delivered. Describe how participants will flow from Basic Career to Individualized Career services in your program.</i></p>	<p>We are projecting to enroll _75__ 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>

	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.
<b>Training Services:</b> <i>Insert training offering commitment in space provided. Describe which Training services will be offered in your program design and how they will be delivered.</i>	<p>We are projecting to provide training to _30_ individuals enrolled in our PY16 program.</p> <p>Training Services including Occupational Skills Training, On-the-Job Training, and Transitional Jobs will be provided based on need in order to equip individuals to enter the workforce and retain employment. Job readiness training outlined under Individualized Career Services will be provided in conjunction with Training services. ResCare Academy courses will be available for life-long learning as participants become employed to provide occupation and/or industry related content for career advancement that may lead to increased earnings. Incumbent worker and Customized training services will be provided based on the need of the employer in collaboration with WC and BEST. The Eligible Training Providers List will be referenced during the process to determine and ensure appropriate training resources are available to maximize customer choice, linkage to in-demand occupations in coordination with other sources of assistance.</p>
<b>Program Management</b>	
<b>Staffing Structure:</b> <i>Insert staffing ratio commitment in space provided. Describe role and expectations of each program staff member, particularly Career Coaches &amp; Job Developers. Describe how you will ensure Job Developers are interfacing with WC's Business Engagement Specialist Team</i>	<p>We are projecting a _30_ to 1 participant to direct staff ratio. Shared with OSCC:</p> <ul style="list-style-type: none"> <li>• Project Director – program oversight</li> <li>• Project Accountant – fiscal oversight</li> <li>• Human Resource Specialist – staffing, payroll, HR</li> <li>• Quality Assurance and Performance Specialist – quality and performance</li> </ul> <p>Shared with Boulder City ADW:</p> <ul style="list-style-type: none"> <li>• Career Coach - Career Coach has expertise in career development, career counseling techniques, administration and interpretation of assessments, career information resources, etc. and is able to explain the employment and training services as related to adult, dislocated worker, and youth populations, including special populations. Career Coach will outreach youth and lead group orientations and workshops and provide one-on-one career coaching.</li> <li>• Job Developer - Job Developer has expertise in creating job opportunities for adults, dislocated workers, and youth by researching, identifying, and soliciting possible sources of employment. They explain the process and practices for gainful employment related to adults, dislocated workers, and</li> </ul>



	<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 &amp; Demand and ResCare Talent Market job posting information for new employer engagement. Job Developers have a monthly enrollment and placement goals which will ensure they interface with BEST. Job Developers will have a shared outreach role with the Career Coach.</p>
<p><b>Quality Control:</b>  <i>Describe how your program will be managed and what steps will be taken to control the quality and integrity of program components (regulatory compliance, quality of service delivery, One-Stop Delivery system co-branding, etc.). Describe your professional development plans for program staff.</i></p>	<p>Standard Operating Procedures and WC mandated policies will be provided to WC by September 30, 2016.</p> <p>Quality Assurance Specialist reviews paper and OSOS file at the time Supportive Service or Training requests are submitted for approval by management for eligibility, documentation and data validation and consistency on a daily basis. Files and system records are reviewed a second time before they are submitted to WC each week. On a weekly basis, Quality Assurance &amp; Performance Specialist reviews paper and OSOS files for compliance including timely data entry, contacts and follow up and to capture performance outcomes. Career Coaches use standardized report templates to track transfer files and new enrollments. Weekly reports are reviewed by QAS for compliance and including status, last contact, and next steps ensure activities are documented accurately and timely.</p> <p>RWS conducts a 3-level monthly file review and ResCare's Best In Class© (BIC) quality improvement and measurement system assesses operational conformance federal, state, local, WC and RWS policies and procedures on a quarterly and annual basis.</p> <p>As the One-Stop Operator, RWS has fully implemented a cobranding strategy and ensures communications originating from RWS staff follow WC branding guidelines and branding and communication is centralized through the HR/Office Manager. ResCare provides over 4,000 courses for staff development. Staff participates in policy and procedure training and receives individual technical assistance as needed. Managers mentor to develop key competencies for future leaders.</p>
<p><b>Subject Matter Experts</b>  <i>Describe how you will ensure content-expert services are provided to special populations (e.g., Veterans, Youth &amp; Adult with Disabilities, Re-Entry Youth &amp; Adult, &amp; Foster Youth). Describe the expected educational and/or experiential</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><b>System Partnerships and Programs</b>  <i>Describe your plan to integrate at least one required WIOA Core Partner and additional System Partners/Programs.</i></p>	<p>RWS will coordinate activities and services with DETR – JobConnect and other local partners. Adult Education and Family Literacy staff will offer high school equivalency and/or other adult education courses onsite. Temporary Assistance for Needy Families NEON program will provide services to co-enrolled participants. Mobile One-Stop is deployed upon request through identified community partnerships and activities. At times, referrals to partner agencies are the most effective ways to serve Job Seekers. Staff is trained on the resources and services available through our center, local community and system partners. RWS has developed a community resource guide and is familiar with 211 network services. When a referral is made, staff contacts the appropriate partner to ensure there is a warm hand-off then provides referral information in writing to the Job seeker using a standard referral form (contact name, appointment time and other pertinent information). Staff follows up with partners to ensure services were provided and tracked with attendance and case notes.</p>
<p><b>Performance Management:</b>  <i>Describe your specific plan to manage and obtain successful performance outcomes, including program services and design features, specific partnerships that will facilitate outcomes and internal mechanisms to measure incremental benchmarks. Please also complete the table included in this section to communicate your plans by Quarter.</i></p>	<p>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 &amp; 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>

from Career Coaches and Job Developers with verification of date entry and outcomes documented in OSOS by TDM and Quality Assurance and Performance Specialist.

Projected PY15 Carry In/Transfer Participants: \_\_0\_\_

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

<b>Program Name:</b>	ResCare Workforce Services
<b>Location:</b>	Las Vegas-Clark County Library, 701 Adams Blvd, Boulder City, NV 89005, 2840 Needles Hwy, Laughlin, NV 89029
<b>Funding Stream(s):</b>	WIOA Youth
<b>Amount Awarded:</b>	\$180,000
<b>Target Population(s):</b>	In-School and Out-of-School Youth
<b>Youth Service Delivery</b>	
<b>Outreach and Communications:</b> <i>Describe how you will recruit and engage participants. You must include your targeted number to serve and milestone for enrollment in your program design (number to enroll and by when, per milestone). You must also include details about partnerships that you have that will result in referrals to your program (include details about how referrals will happen and how many you expect from each partner. Describe detailed effort to include and engage special populations (Veterans, disabled workers, offenders, etc.).</i>	<p><b>RWS will engage with 250 and enroll 27 individuals during PY16 (Q1–50/5;Q2–75/10;Q3–75/7;Q4–50/5)</b></p> <p>Outreach and recruitment activities will be conducted 2 times a week until enrollment is confirmed. Career coaches will connect with youth where they live through the Mobile One-Stop and face-to-face interaction in neighborhoods and areas where youth congregate. Community partners will assist with recruitment, programming locations and activities and referrals of youth including Veterans, Disabled, Foster and Re-entry youth. Partners, the Career Coach and Job Developer will refer youth to weekly orientations where staff will go over the program, benefits, and eligibility requirements with a sense of urgency to enroll now by helping them immediately take the first steps. Orientation is designed to be standard, portable, and available on demand. It can be conducted in small groups or in one-on-one sessions.</p> <p><b>Outreach venues:</b> Local fast food restaurants, Recreation center, High Schools, Local churches, YMCA centers, Community Centers, Libraries and partner locations.</p> <p><b>Referral partners:</b> Nevada Partnership for Homeless Youth, 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>
<b>Educational Services:</b> <ul style="list-style-type: none"> <li>Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies.</li> <li>Alternative secondary</li> </ul>	<p><i>Identify which educational services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p> <p>RWS will provide tutoring and study skills training for all youth who are A: failing to pass state exams and or required classes, B: have asked for</p>

<p><b>school services, or dropout recovery services.</b></p> <ul style="list-style-type: none"> <li>• <b>Activities that help youth prepare for and transition to post-secondary education and training.</b></li> </ul>	<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, 5<sup>th</sup> year seniors, students who lack transportation and those who are involved with juvenile justice or disciplinary actions. Career Coaches will provide guidance on how to enroll, discuss expectations and set goals to attain while in the program. RWS will establish a relationship with the alternative education principal, which allows for immediate feedback on students' progress, grades and attendance. All enrolled students will be monitored for attendance and participation.</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><b>*Participant Flow:</b>  <b>Participants will flow through ResCare's Three Track Model.</b>  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><b>Occupational Services:</b></p> <ul style="list-style-type: none"> <li>• <b>Occupational Skills Training</b></li> <li>• <b>Education Offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.</b></li> <li>• <b>Entrepreneurial Skills Training</b></li> <li>• <b>Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.</b></li> </ul>	<p><i><b>We are projecting to provide training to _6_ individuals enrolled in our PY 16 program.</b></i></p> <p><i><b>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.</b></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 &amp; Demand Portal, O*Net, Occupational Outlook Handbook and My Next Move educate youth on job opportunities to set expectations regarding the requirements and path to employment.</p> <p><b>Flow process: See *Participant Flow outlined above.</b></p>
<p><b>Work-based Learning Services</b> <i>(30% expenditure requirement for PY 16):</i></p> <ul style="list-style-type: none"> <li>• Paid or unpaid Work Experiences</li> <li>• On-the-Job Training</li> <li>• Internships and Job Shadowing</li> <li>• Pre-Apprenticeship programs</li> </ul>	<p><i>We are projecting the following number if youth enrolled in our PY 16 Program to participant in the following:</i></p> <p><u>  15  </u> WEXs      <u>  2  </u> OJTs      <u>  1  </u> Internships  <u>  1  </u> Job Shadowing    <u>  2  </u> Pre-Apprenticeships</p> <p><i>Identify which work-based learning services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p> <p>RWS conducts group and one-on-one sessions to complete a needs assessment that helps determine suitability and identify barriers and establishes milestones that must be reached before placement in work-based learning. These include ResCare Academy as a career exploration tool through the assignment and completion of relevant courses. ResCare Academy allows the Career Coach to track usage, participation and credentials and helps determine the youth's level commitment to participating and completing the program.</p> <p>RWS will establish placement goals for Career Coach and Job Developer tracked weekly to yield the best results. We couple training services with ResCare Academy for industry overviews and courses that help youth gain industry-specific experience and certificates. RWS provides resume templates through ResumePro and ensures certificates and accomplishments made through the program are included in their resume and we follow up with the youth and work with the employer to create a career pathway.</p> <p>Partners: Employers - work site supervisors, Workforce Connections - Business Engagement Specialist Team – Internship fairs, employer relationships, Pre-screening events and Trades – Pre-apprenticeships like Electrical JATC (<a href="http://www.earnwhileyoulearn.org/progreq.asp">http://www.earnwhileyoulearn.org/progreq.asp</a>).</p> <p><b>Flow process: See *Participant Flow outlined above.</b></p>
<p><b>Youth Development Services:</b></p> <ul style="list-style-type: none"> <li>• Leadership Development</li> <li>• Supportive Services</li> <li>• Adult Mentoring</li> </ul>	<p><i>Identify which youth development services will be offered in your program design and how they will be delivered. Please identify all partnerships and the role they play in delivering these services. Describe the participant flow for youth receiving these services.</i></p> <p>Employer partners will be called upon to assist with development services</p>

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