

Workforce CONNECTIONS

**YOUTH COUNCIL
AGENDA**

**May 22, 2012
8:30 a.m.**

**Culinary Academy of Las Vegas
710 W. Lake Mead Blvd.
Parlors C & D
North Las Vegas, NV 89030**

Voice Stream Link: <http://www.nvworkforceconnections.org/mis/listen.php>

This meeting has been properly noticed and posted in the following locations:

City of North Las Vegas, 2200 Civic Center Dr., North Las Vegas, NV
Clark County, County Clerk's Office 500 S. Grand Central Parkway, Las Vegas, NV
Esmeralda County Courthouse, 233 Crook Street, Goldfield, NV
Henderson City Hall, 240 Water Street, Henderson, NV
City Hall, Boulder City, 401 California Ave., Boulder City, NV
workforceCONNECTIONS, 7251 W. Lake Mead Blvd., Las Vegas, NV
Nevada JobConnect, 3405 S. Maryland Pkwy., Las Vegas, NV
Lincoln County 181 Main Street Courthouse, Pioche, NV
Nye County School District, 484 S. West St., Pahrump, NV
Pahrump Chamber of Commerce, 1302 S. Highway 160, Pahrump, NV

This Agenda is also available at www.nvworkforceconnections.org

COMMENTARY BY THE GENERAL PUBLIC

This Board complies with Nevada's Open Meeting Law, by taking Public Comment at the beginning of the meeting immediately after the Board approves the Agenda and before any other action is taken and again before the adjournment of the meeting." The Board also has discretion to take Public Comment after any item on the agenda, after the item has been discussed by the Board, but before the Board takes action on the item.

Each person participating in Public Comment will be limited to three minutes of comment. If any member of the Board wishes to extend the length of a comment, then the Board member may do so through a majority vote of the Board.

The Board chair has the right to end any Public Comment which: (1) is not related to any matter within the authority of the Board; or (2) is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational, making personal attacks, or interfering with the rights of other speakers. *Members of the public: please comply with the requests of the Board chair and do not be disruptive, otherwise you may be removed.*

Auxiliary aids and services are available upon request to individuals with disabilities by notifying Dianne Tracy, in writing at 7251 W. Lake Mead, #200, Las Vegas, NV 89128; or by calling (702) 638-8750; or by fax (702) 638-8774. The TTY/TDD access number is (800) 326-6868 / Nevada Relay 711. A sign language interpreter may also be made available with twenty-four (24) hour advance notice.

An Equal Opportunity Employer/Program.

NOTE: MATTERS IN THIS AGENDA MAY BE TAKEN OUT OF ORDER.

Youth Council Members: Ken LoBene. Chair: Sonja Holloway, Vice-Chair: Alex Garza: Dan Rose: Sgt. Mark Sharp: Chris Sullivan

All items listed on this Agenda are for action by the Board unless otherwise noted. Action may consist of any of the following: approve, deny, condition, hold or table. Public Hearings may be declared open by the Chairperson, as required for any of the items on this Agenda designated for discussion or possible action or to provide direction and recommendations to Workforce Connections.

AGENDA

1. Call to order, confirmation of posting and roll call.
2. **DISCUSSION and POSSIBLE ACTION:** Approve the agenda with inclusions of any emergency items and deletion of any items.
3. **FIRST PUBLIC COMMENT SESSION:** Members of the public may now comment on any matter posted on this Agenda, which is before this Board for consideration and action today. Please clearly state and spell your name and state your address for the record. Each public comment will be limited to three (3) minutes 3
4. **DISCUSSION and POSSIBLE ACTION:** Approve the Youth Council Meeting Minutes for the meeting on April 11, 2012..... 4
5. **DISCUSSION and POSSIBLE ACTION:** Approve the Youth Council Meeting Minutes for the meeting on April 24, 2012..... 9
6. **DISCUSSION and POSSIBLE ACTION:** Approve the recommendation to allocate funds in an amount not to exceed \$480,000.00 in support of Jobs for America’s Graduates (JAG) initiatives ~ DETR 14
7. **DISCUSSION and POSSIBLE ACTION:** Approve Staff’s recommendation to negotiate and amend Lincoln County’s PY2011 contract for an additional \$100,000.00, and extend the contract date from October 1, 2012 to June 30, 2013 ~ Ricardo Villalobos..... 65
8. **DISCUSSION and POSSIBLE ACTION:** Approve Staff’s recommendation to allocate funds for the Summer Component/Year-Round Youth Program in an amount not to exceed \$1,000,000.00 ~ Clentine January..... 68
9. **DISCUSSION and POSSIBLE ACTION:** Approve Staff’s recommendation based on Evaluator’s scoring order of merit to award up to three (3) PY2012 Summer Component/Year-Round Youth Program contracts in an amount not to exceed \$1,000,000.00 ~ Clentine January..... 70
10. **DISCUSSION and POSSIBLE ACTION:** Approve Staff’s recommendation based on Evaluators scoring order of merit to award up to four (4) PY2012 Out-of-School Youth Program contracts in an amount not to exceed \$2,000,000.00 ~ Clentine January..... 72
11. **DISCUSSION and POSSIBLE ACTION:** Approve Staff’s recommendation based on Evaluator’s scoring order of merit to award up to four (4) PY2012 In-School Youth Program contracts in an amount not to exceed \$1,700,000.00 ~ Kimberly Colagioia..... 74

12. **DISCUSSION and POSSIBLE ACTION:** Approve Staff’s recommendation to negotiate and execute a \$300,000.00 contract with Youth Advocate Program to conduct a youth re-entry program to deliver employment and training services for the period July 1, 2012 through June 30, 2013 as a result of the competitive procurement process..... 76
13. **DISCUSSION and POSSIBLE ACTION:** Approve Workforce Connections’ Two Year Strategic Compliance Plan for the Period July 1, 2012 – June 30, 2014..... 81
14. **SECOND PUBLIC COMMENT SESSION:** Members of the public may now comment on any matter or topic, which is relevant to or within the authority or jurisdiction of the Board. You may comment now even if you commented earlier, however, please do not simply repeat the same comment you previously made. Please clearly state and spell your name and state your address for the record. Each comment will be limited to three (3) minutes 136
15. Adjournment

3. FIRST PUBLIC COMMENT SESSION: Members of the public may now comment on any matter posted on this Agenda, which is before this Board for consideration and action today. Please clearly state and spell your name and state your address for the record. Each public comment will be limited to three (3) minutes

- 4. DISCUSSION and POSSIBLE ACTION: Approve the Youth Council Meeting Minutes for the meeting on April 11, 2012**

MINUTES

**Youth Council Meeting
April 11, 2012
3:00 PM**

Workforce Connections
Conference Room
7251 W. Lake Mead Blvd.
Suite 200
Las Vegas, NV 89128

Members Present

Ken LoBene, Chair	Sonja Holloway	Mark Sharp
Dan Rose	Alex Garza	

Members Absent

Chris Sullivan

Staff Present

Ardell Galbreth	Suzanne Potter	Clentine January	Heather DeSart
Ricardo Villalobos	Jim Kostecki	Carol Turner	Chanda Cook
Jerrell Roberts	Daniel Topete	Tish Carroll	Nicole Jacobs
Byron Goynes	Jennifer Padilla	Kelly Woods	Valerie Sims

Others Present

Kaveida Allen, Clark County Summer Business Institute	Ann Marie Patinio, Westcare Voyage
Diane Koksha, Clark County Summer Business Institute	Arneller Mullins, Nevada Partners, Inc.
Laquila Holly, Nevada Partners, Inc.	Ron Hilke, DETR
Sandra Nicholson, NH Las Vegas	Pamela Posten, HELP of Southern Nevada
Dr. Tiffany Tyler, Nevada Partners, Inc.	Michele Montoya, New Growth Nevada
Sandra Tate, New Growth Nevada	Deandrea Ceccerelli, New Growth Nevada

(It should be noted that all attendees may not be listed above).

Agenda Item 1 - CALL TO ORDER: The meeting was called to order by Ken LoBene at 3:00 p.m. Staff confirmed the meeting had been properly noticed and posted in accordance with the Nevada Open Meeting Law. Roll call was taken and a quorum present.

Agenda Item 2 - ACTION: APPROVE the agenda with inclusion of any emergency items and deletion of any items

A motion was made to approve the agenda as presented by Dan Rose and seconded by Sgt. Mark Sharp. Motion carried.

Agenda Item 3 - FIRST PUBLIC COMMENT SESSION

None

Agenda Item 4 - ACTION: APPROVE the meeting minutes from the meeting on March 20, 2012

A motion was made to approve the meeting minutes from the meeting on March 20, 2012 as presented by Sgt. Mark Sharp and seconded by Sonja Holloway. Motion carried.

Agenda Item 5 – DISCUSSION and POSSIBLE ACTION: Approve Staff’s Recommendation to Publish a Request for Proposals in an amount not to exceed \$750,000.00 to Transition the In-house Ready for Life Graduate Advocate Initiative to a Funded Partner by October 1, 2012

Rick Villalobos, RFL Systems Director, stated for the record that staff wants to get the Graduate Advocate Initiative program out to a funded partner. Mr. Villalobos provided an overview of things going on and issues with the program, including WIA ineligible youth and authorizing a One-Stop.

Ardell Galbreth, Interim Executive Director, stated that a WIA One-Stop Center serves Adult and Dislocated Workers and cannot be established on a school campus unless it’s a non-traditional school, such as an alternative or charter school. Discussion ensued.

Following discussion, staff was directed to regroup and present a comprehensive plan of options to transition the program at the next Youth Council meeting.

A motion was made to direct staff in 30 days to provide a design mode to transition the in-house Ready for Life Graduate Advocate Initiative to a funded Partner by October 1, 2012 by Sgt. Mark Sharp and seconded by Dan Rose. Motion carried.

Agenda Item 6 – DISCUSSION and POSSIBLE ACTION: Approve Staff’s Recommendation to Extend the Current Graduate Advocate Initiative Staff from July 1, 2012 through September 30, 2012 in an Amount not to exceed \$250,000.00. The extension will allow current staff to continue serving as key liaisons between Clark County School District, United Way, HELP of Southern Nevada, and Workforce Connections as well as to provide continued strategic WIA outreach, oversight of program design elements at designated high schools, youth referrals as needed, assistance in identifying youth that need summer school, and allow for a transition period to the Satellite One-Stop model

Ken LoBene confirmed that the GAI will be transitioned out but not to a Satellite One-Stop model.

In response to Mr. LoBene’s question, Mr. Villalobos replied that this is not a no-cost extension. Carol Turner, Fiscal staff, provided a brief overview of the budget and cost-allocation plan for the program.

Learning that approximately 60% (Admin/Program 26% and 37% of salaries) of the funds go to the agency per the cost-allocation plan, Mr. LoBene stated that it is “abysmal and absolutely unbelievable.” Mr. LoBene stated that it is unbelievable that the agency is taking this money rather than provide services to youth. Mr. LoBene adamantly stated that had this been explained, the Youth Council would never have approved this. Mr. LoBene stated that this program must be transitioned out as soon as possible.

Mr. Galbreth stated that this is why programs were never intended to be run in-house and that the money is to be allocated to the providers. Mr. Galbreth agreed with the Chair, stating that the program needs to be transitioned out with great speed at the same time ensure that no youth are dropped and or services disrupted. Discussion ensued.

Mr. LoBene directed staff to look into whether HELP of Southern Nevada has the capacity to run the program with transitioning the GAC’s salaries to their budget.

After some discussion,

A motion was made to table this item by Dan Rose and seconded by Sgt. Mark Sharp. Motion carried.

Agenda Item 7 – DISCUSSION and POSSIBLE ACTION: Accept Staff’s Recommendation to move the date of the next Youth Council Meeting to May 16, 2012 to allow Evaluators time to review the In-School and Out-of-School proposals and make recommendations to the Youth Council

A motion was made to accept staff's recommendation to move the date of the next Youth Council meeting to May 16, 2012 to allow Evaluators time to review the In-School and Out-of-School proposals and make recommendations to the Youth Council as presented by Dan Rose and seconded by Sonja Holloway. Motion carried.

Agenda Item 8 - DISCUSSION and POSSIBLE ACTION: SBI Funding Request ~ Ardell Galbreth

Mr. Galbreth stated that typical SBI participant is not WIA eligible and therefore in the past, funding for this program has been from the unrestricted Governor's Reserve Funds, which the agency currently has \$75,000.

Kaveida Allen, Summer Business Institute (SBI), provided a brief overview of their program. The SBI program provides an 8-week internship for youth, including sophomore, junior, and senior high school students. The youth receive on-the-job training, life skills, financial planning, mentoring, and a civic engagement component. The SBI program also offers scholarships.

Mr. LoBene asked Ms. Allen next year to consider responding to an RFP for regular Year-Round Youth Program funding as there will be no unrestricted dollars available.

A motion was made to approve the SBI funding request for \$75,000.00 with caveat to enroll youth from the zip codes identified in the Applied Analysis study by Sgt. Mark Sharp and seconded by Sonja Holloway. Motion carried.

Agenda Item 9 – INFORMATION: Ready for Life Systems Director Update ~ Ricardo Villalobos

Mr. Villalobos informed the Board that Lucy Ivins has resigned from her position as Project Special-Youth in Pahrump.

Ken LoBene requested staff to provide an organization chart for the Youth Department. Mr. LoBene offered to write a letter to her.

Agenda Item 10 – INFORMATION: Awards & Expenditure Report – Youth Program PY 2012 ~ Carol Turner

Ms. Turner provided a brief update on the Awards & Expenditure Report which includes payment through February 2012. Staff is working with CCSD – Desert Rose to get them back on track. The provider is working on serving their current clients. The expenditure percentages are off for HELP, Nye, and NPI because of the additional money the agencies received that are good through September 30, 2012. Ms. Turner stated that in about five weeks the agency will have expended last year's funds and will be up to date with current funding.

Agenda Item 11 – INFORMATION: Youth Funding Plan ~ Carol Turner

Ms. Turner provided a brief update on the Youth Funding plan that was created in response to the concerns of the available funds that are available. Ms. Turner walked through the revenues and expenditures for the next four quarters.

Agenda Item 12 – INFORMATION: Green & Healthcare Sector Program Updates

Michelle Montoya from the New Growth Nevada Corporation provided an update on the Youth Healthcare Sector program, wherein New Growth Corporation is the fiscal agent and program operator. The program will be based at Western High School, who are one of the program partners and have agreed to provide training and meeting space and help out with the referrals for youth that attend Western High School. The second partner is Nye Communities Coalition, who will run a separate but very similar program in Nye County. Victory in Action is another partner who will be the prime placement site for summer work experiences and to help out with other work related education and training. Ms. Montoya provided an overview of the program process and status of the program. New Growth staff is meeting

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with agency staff regarding finalizing the budgets, scopes, and contract. New Growth Nevada is looking to get the program started as soon as possible and wants to begin the intake process with high school juniors this school year to get them signed up and begin a work experience this summer and continue on with the other program components, case management, education, etc.

Ms. Montoya stated that New Growth Nevada Corporation actually works for Community Service Agency, which has been around since 1965 doing affordable housing development throughout Nevada. The agency ran this program last year in Reno, through a successful pilot program funded by Governor's Reserve Funds. The program served 35 youth, who graduated and stayed on through the duration of the program. New Growth Nevada encourages the youth to take the college track upon completing the program but many have the skills to go directly into employment in the healthcare field. Ms. Montoya stated that one youth, who said he never thought much about applying to college, recently contacted the agency saying that he'd been accepted to Dartmouth and Harvard and needed help deciding which Ivy League school to go to.

Jaime Cruz, Director – Green Economy Workforce, provided a Green Consortium update. The Green Consortium has been meeting regularly and recently completed the Consortium's MOU between the partners, including Latin Chamber of Commerce Community Foundation, Southern Nevada Regional Housing Authority, UNLV Division of Outreach, CCSD Career and Technical Education Division, and Gene Ward Elementary School. The partners are working on their scope of work and program design. Mr. Cruz stated that hopefully in 30 days there will be a signed contract.

Agenda Item 13 – INFORMATION: RFP 101 Survey Response Summary

Sylvia Spencer, Research and Development Director, provided a brief overview of the survey responses for the RFP 101 training that was sponsored by Workforce Connections to educate the community on the RFP process. The response was very positive with a few suggestions for the future to provide coffee and tables for writing.

Agenda Item 14 – INFORMATION: Updates from Youth Council Members

None

Agenda Item 15 – SECOND PUBLIC COMMENT SESSION

Stacey Smith, Nye Communities Coalition (NYECC) introduced youth participant Arhalia, who talked about her experience with Nye Communities and how the program has helped her achieve her high school diploma, enroll in college, and find employment.

Arneller Mullins, Nevada Partner, Inc. (NPI) introduced youth participant Laquila, who talked about her participation and positive experience with NPI's youth program.

Dr. Tiffany Tyler, Nevada Partners, Inc. expressed several concerns and frustrations with the agency's lack of support and asked the Board to be more supportive of their efforts.

Agenda Item 16 – Adjournment

The meeting adjourned at 4:39 p.m.

- 5. DISCUSSION and POSSIBLE ACTION: Approve the Youth Council Meeting Minutes for the meeting on April 24, 2012**

MINUTES

**Youth Council Meeting
April 24, 2012
8:00 a.m.**

Culinary Academy of Las Vegas
710 W. Lake Mead Blvd.
Parlors C & D
North Las Vegas, NV 89030

Members Present

Ken LoBene, Chair	Sonja Holloway	Mark Sharp
Chris Sullivan	Alex Garza	

Members Absent

Dan Rose

Staff Present

Ardell Galbreth	Suzanne Potter	Clentine January	Heather DeSart
Ricardo Villalobos	Jim Kostecki	Carol Turner	Nicole Jacobs
Jennifer Padilla	Tish Carroll	Linda Yi	Byron Goynes
Celia Diaz	Chanda Cook	Beth Rubins	Kelly Woods
Madelin Arazoza	Valerie Sims	Debra Collins (Phone)	Jaime Cruz

Others Present

L. Kelley, DETR	Rene Cantu, Latin Chamber of Commerce
Denise Gee, HELP of Southern Nevada	Pamela Poston, HELP of Southern Nevada
Earl McDowell, DETR	Dr. Tiffany Tyler, Nevada Partners, Inc.
Linda Johnson, P-16	LaTanya Runnells, Nevada Partners, Inc.
Deborah Howell, Victory in Action	Cloyd Phillips

(It should be noted that all attendees may not be listed above).

Agenda Item 1 - CALL TO ORDER: The meeting was called to order by Ken LoBene at 8:15 a.m. Staff confirmed the meeting had been properly noticed and posted in accordance with the Nevada Open Meeting Law. Roll call was taken and a quorum present.

Agenda Item 2 - ACTION: APPROVE the agenda with inclusion of any emergency items and deletion of any items

A motion was made to approve the agenda as presented by Sgt. Mark Sharp and seconded by Alex Garza. Motion carried.

Agenda Item 3 - FIRST PUBLIC COMMENT SESSION

None

Agenda Item 4 - DISCUSSION and ACTION: Approve Staff's Recommendation to Negotiate and Execute Youth Contracts for the Green and Healthcare Consortium Partners for the period May 1, 2012 through September 30, 2013 for:

- **Green Initiatives for Tomorrow/Latin Chamber of Commerce Community Foundation \$500,000.00**

Jaime Cruz, Director - Green Economy Workforce introduced Rene Cantu, Executive Director, Latin Chamber of Commerce Community Foundation (LCCCF) and Stacey Bostwick, Supportive Service

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Coordinator, Southern Nevada Regional Housing Authority (SNRHA) who represent two of the partners of the Youth Green Sector Consortium's GIFT (Green Initiatives for Tomorrow) Program. The other partners include, CCSD Career Technical Academy, UNLV Continuing Education, and CCSD Gene Ward Elementary School. LCCCF is the fiscal contractor, fiscal agent, and work readiness and job training provider and SNRHA is the case management and assessment provider. The GIFT Program is a WIA Youth program that will serve at least 100 WIA registered youth in the following zip codes: 89101, 89104, 89106, 89115, 89030, and other low income and high need areas in the Las Vegas area. LCCCF will conduct job placement in relevant Green employment for summer youth participants. SNRHA will conduct case management and ensure that the program is helping youth to prepare for the jobs of tomorrow. Other partners will provide feedback and contribute in various phases of the FIFT program to ensure richness of experience and effectiveness of the program. Program services include: summer work experience with green employers/green jobs; mentoring; alternative secondary school services; occupational skills training; tutoring; leadership development; comprehensive guidance counseling; paid and unpaid work experience opportunities; support services, and follow-up services.

In response to Ken LoBene's question regarding the approximate \$5,000/cost per, Ms. Bostwick replied that the program is unique, partly because it is a consortium with multiple partners who will be working in tandem, making decisions, and with multiple partners there is increased overhead. Ms. Bostwick stated that it's important to know that the dollars that are being requested are not what the full expense is going to be and pointed out a match of \$204,666 in the budget. The program is very in-depth and provides a wide range of services to the youth.

Ms. Bostwick provided a brief overview of the budget. Mr. Cantu briefly described the employer portion of the program. Discussion ensued.

Following discussion,

A motion was made to approve Staff's Recommendation to negotiate and execute a Youth Contract for the Green Consortium Partners for the period May 1, 2012 through September 30, 2013 for Green Initiatives for Tomorrow/Latin Chamber of Commerce Community Foundation \$500,000.00 by Alex Garza and seconded by Chris Sullivan. Motion carried.

- **New Growth Nevada Corporation \$500,000.00**

Debra Collins, Program Specialist I, provided an overview of the Healthcare consortium. Partners include CCSD, Victory in Action, P-16 Council, Nevada Department of Education, Nye Communities Coalition, a youth member from the Nevada Healthcare Sector, and the lead agency New Growth Nevada Corporation. Ms. Collins stated the program has two parts, urban services provided by Community Services Agency/New Growth Nevada, and rural services provided by Nye Communities Coalition (NYECC) and Victory in Action. New Growth Nevada will serve 35 WIA eligible in-school youth, NYECC will serve 10 WIA eligible youth, and Victory in Action will serve between 7 – 10 students for physical therapy. The Consortium selected Western High School as the location for the program but will eventually branch out to other schools.

Mr. LoBene stated he is seriously concerned about the \$11,000/cost per rate and suggested that the \$500,000 for this program instead be moved out to the service providers to serve more youth.

Sandra Tate, New Growth Nevada, stated that the program is based on a successful program in Reno, Nevada for 35 youth. Ms. Tate stated that direct funds of over \$4,430 went to the youth. The program is a continuation of education in skills sets in the medical field.

Mr. LoBene stated that he is not in favor of the program. Alex Garza concurred stating that the cost for such few students does not merit the amount of money. Mr. Garza stated that there are too many students that need services and will be better served with this money.

The Youth Council made a recommendation to divert the \$500,000.00 to the RFP published. Ardell Galbreth stated that staff will work with the provider to look at ways to build capacity in the Healthcare Sector.

A motion was made to deny staff's recommendation to negotiate and execute a Youth Contract for healthcare consortium partner, New Growth Nevada Corporation in the amount of \$500,000.00 by Chris Sullivan and seconded by Alex Garza. Motion carried.

Agenda Item 5 – DISCUSSION and POSSIBLE ACTION: Approve Staff's Recommendation to Publish a Request for Proposals (RFP) for a WIA Youth Summer Component Leading to Year-Round Youth Services in an Amount not to exceed \$500,000.00

Clentine January, Program Specialist I, provided an overview of the staff's proposal to publish a RFP for a summer component. Ms. January explained the idea that the summer component would lead into a year-round program for WIA eligible youth ages 14-19 that focuses on long-term academic and occupational learning opportunities, long-term comprehensive service strategies, and graduation.

A motion was made to Approve Staff's Recommendation to Publish a Request for Proposals (RFP) for a WIA Youth Summer Component Leading to Year-Round Youth Services in an Amount not to exceed \$500,000.00 as presented by Sgt. Mark Sharp and seconded by Alex Garza. Motion carried.

The previous motion was rescinded and a new motion to Approve Staff's Recommendation to Publish a Request for Proposals (RFP) for a WIA Youth Summer Component Leading to Year-Round Youth Services in an Amount not to exceed \$500,000.00 and that the \$500,000 from the Healthcare Consortium be considered in addition to Agenda Item 5 was made by Sgt. Mark Sharp and seconded by Alex Garza. Motion carried.

Agenda Item 6 – DISCUSSION and POSSIBLE ACTION: Approve one of the Following Options to Transition the Ready for Life Graduate Advocate Initiative to Youth Service Provider(s) in an Amount not to Exceed \$1,000,000.00 with Selected Option to be Presented to Workforce Connections Full Board for Approval:

- i. Amend the \$3,260,000.00 Request for Proposals (RFP) Published March 30, 2012 for In-School and Out-of-School Youth Services in an Amount not to Exceed \$4,260,000.00
- ii. Publish a Request for Proposals (RFP) for Year-Round Youth Services in an Amount not to Exceed \$1,000,000.00
- iii. Amend Contracts of Current Youth Funded Partners in an Amount no to Exceed \$1,000,000.00

Rick Villalobos provided an overview of the pros and cons for each of the above options as stated in the full agenda packet and asked the Youth Council to consider one of the options, which will be presented to the Board for approval.

Sonja Holloway confirmed that the contract dates will be July 1, 2012 through September 30, 2013.

Alex Garza commented that the agency currently has good partners that perform very well and they should be considered in this process, as should those who are not performing.

Mr. Villalobos commented on work the Graduate Advocate Coordinators perform as being a vital piece of the program, specifically in connecting with the students at the ten campuses, establishing trust and a relationship with CCSD staff, and building a rapport with the various partners and removing this piece may cause challenges and barriers. Mr. Villalobos reiterated that the Graduate Advocate Coordinator role is the vital piece to this initiative.

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Mr. Galbreth commented that staff will continue to help facilitate the program and stay engaged with the school district even after it goes out to a service provider. Discussion ensued.

Following discussion,

A motion was made to approve to amend the \$3,260,000.00 Request for Proposals (RFP) Published March 30, 2012 for In-School and Out-of-School Youth Services in an Amount not to exceed \$4,260,000.00 as presented by Chris Sullivan and seconded by Sonja Holloway. Motion carried.

Agenda Item 7 – SECOND PUBLIC COMMENT SESSION

Debra Collins, Program Specialist I – Healthcare thanked the partners who worked endlessly on the RFI process and stated that she hopes in the future that the agency will bring back some type of healthcare program to educate and train youth in the field and place them in employment in the healthcare sector.

Deborah Howell, Victory in Action and Healthcare Consortium partner, stated that her proposal was for life skills, leadership, and empowerment training, which includes behavior modification and motivational activities to really help youth that come from challenging environment with a great deal of adversity to change their way of life. Ms. Howell asked the Board to consider her proposal in the reallocation of the healthcare consortium funds.

Dr. Tiffany Tyler, Nevada Partners, Inc. thanked the Board for their work, commitment, and the level of detail put forth in analyzing and making decisions about funding and the resources that are provided to the community. Dr. Tyler stated that Nevada Partners is excited about the Youth Summer component and hopes consideration is given the awesome task and successive years of support it takes to graduate youth.

Linda Yi, Project Director Nevada Health Care Sector reiterated Ms. Collins' comments that as the money goes out to the streets, the agency looks at healthcare as being a primary source of employment for youth moving forward. Ms. Yi stated the Nevada Health Care Sector has identified huge shortages in healthcare and the health of the Nation is dependent upon recruiting healthcare workers in all fields. Ms. Yi stated that in looking at Nevada's health history, the State is at a dismal 49 in almost every aspect of healthcare within the State and therefore, it's important for the agency to look at some type of healthcare opportunities for youth.

Agenda Item 8 – Adjournment

The meeting adjourned at 9:04 a.m.

- 6. DISCUSSION and POSSIBLE ACTION: Approve the recommendation to allocate funds in an amount not to exceed \$480,000.00 in support of Jobs for America's Graduates (JAG) initiatives ~ DETR**

Brian Sandoval
Governor



Frank R. Woodbeck
Director

OFFICE OF THE DIRECTOR

JOBS FOR AMERICA'S GRADUATES

In support of Governor Sandoval's commitment to improving the outcomes of public education in Nevada, improving work opportunities for high-risk youth, and boosting college enrollment and completion rates for those high-risk populations, DETR has been collaborating to bring Jobs for America's Graduates (JAG) to Nevada.

JAG is a state-based national non-profit organization dedicated to preventing dropouts among young people who are most at-risk. In more than three decades of operation, JAG has delivered consistent, compelling results – helping nearly three-quarters of a million young people stay in school through graduation, pursue postsecondary education and secure quality entry-level jobs leading to career advancement opportunities.

Last year, at a time of the highest unemployment among teenagers in American history and the toughest graduation requirements, the results across the 33 states where JAG operates were compelling:

Results for the Class of 2010:

- The graduation rate was **93%**
- The overall job placement rate was **54%**
- The full-time jobs rate of those working was **67%**. (The JAG national standard of 60% was exceeded by 7 percentage points.)
- The full-time placement rate was **88%**. (The JAG national standard of 80% was exceeded by 8 percentage points.) This is the percentage of graduates engaged in full-time employment or a combination of employment and postsecondary education.
- The further education rate was **47%** - the second highest in their history.

Those numbers have been consistent over the past 31 years, serving 800,000 high-risk youth, in recessions and recovery and in almost every socioeconomic environment.

The primary mission of the program is to keep young people in high school through graduation and to provide an array of counseling, employability skills development, career association, job development, and job placement services that will result in either a quality job leading to a career after graduation and/or enrollment in a postsecondary education and training program.

- The program targets students who are believed to be at risk of not completing high school or successfully transitioning into postsecondary schooling or the labor market because of academic, economic, family and personal barriers.
- The program works with 35-45 students to enable them to achieve all requirements for graduation and then to transition after graduation to a positive destination in the form of a job, postsecondary education or the military.
- Program participants are selected based on their educational backgrounds and behaviors, their demographic characteristics and perceived barriers to completing high school or transitioning to a quality job and/or postsecondary education.
- The JAG intervention in the program lasts for 21 months. Students are recruited in the 11th grade to attend JAG instructional classes during the 12th grade and they receive support services for a year following graduation.
- A trained career specialist provides counseling and classroom instruction. Participants are also equipped with employability skills in 37 employability competencies that will prepare them for the workplace. These competencies were validated by employers in the 1980s and the 1990s and organized in the following six competency categories: career development, job attainment, job survival, basic skills, leadership and self-development, and personal skills competencies.
- In addition to instruction in the core competencies, the JAG program also uses the career association to prepare participants for the demands of the workplace, especially work teams. Specialists observe program participants operating in work teams and offer instruction to improve individual and group performance.
- Program services also include a 12-month follow-up period during which specialists are actively involved in intensive one-on-one employer marketing and job development activities to identify entry-level job opportunities for students after graduation or GED completion.
- Specialists also assist graduates in the exploration of postsecondary educational opportunities and show them how to navigate the financial aid process to pursue these opportunities.
- Non-graduates receive additional assistance in graduating from high school or completing requirements for a GED certificate before the close of the 12-month follow-up period.
- Career specialists track the labor market and schooling/training activities of these JAG participants on a monthly basis.

- One of the key components of the JAG Program is the provision of follow-up services to graduates for up to a year following graduation from high school. The follow-up activities of specialists are critical to documenting the post-high school labor market and schooling/training experiences of graduates. Information on the post- graduation labor market, schooling, and training outcomes of JAG participants is to be collected regularly by the specialist.
- Numerous contacts are expected to be attempted every month to obtain information on the activities of each graduate. The information is obtained either directly from the participant, from the employer of the participant, or from some other source such as an adult family member.
- Those JAG participants for whom successful follow-up contacts are made are classified into one of 12 possible categories, based upon what they were doing at the time of the contact.
- Graduates are classified as working (full-time or part-time), serving in the military, enrolled in school (4-year, 2-year, or other), or mixing work and school, or not employed and not in school.
- The last group of "at-risk" graduates consists of two subgroups: those who were looking for work (unemployed) and those who were not seeking employment (out of the labor force). Minimizing the size of this last group is a core objective of JAG programs.

Outcome Goals

JAG Specialists are held accountable for the following process and performance outcomes:

- 90 percent GED and/or high school graduation rate
- 80 percent experiencing a positive outcome, including: employment, postsecondary education enrollment, or military
- 60 percent employed in a job in the public or private sectors
- 60 percent employed in a full-time job
- 80 percent in a full-time placement, including: full-time job; full-time postsecondary enrollment; or, a combination of work and school
- 80 percent improvement in attendance rate
- 80 percent improvement in self-esteem index
- 80 percent improvement in GPA
- 90 percent participation in JAG Career Association meetings and activities
- 80 percent increase using pre- and post-test knowledge assessment
- 90 percent participation in service learning projects
- 80 percent decline in discipline referrals
- Students are selected with no less than a 5.0 average number of barriers
- 90 percent of participants with reduction in one or more barriers
- Average number of contact hours per participant: 120 contact hours
- Average number of JAG competencies attained in senior year: 37

- 100 percent of participants are being tracked accurately and in a timely manner using the Electronic National Data Management System (e-NDMS)
- 5 percent or less of graduates in the unable to contact rate category
- 40 percent pursuit of a postsecondary education

The attached Concept Paper, "*Jobs for Nevada Graduates*" prepared by JAG, outlines a strategy for organizing a program that over time could become a signature achievement in boosting graduation, employment and college success rates in Nevada.

The paper outlines a plan for a statewide test of the JAG Model in Nevada. The model would be tested in 6-8 schools across the state with a focus on the eleventh and twelfth grades (approximately 200-300 students) beginning in school year 2012-13. It further proposes that a non-profit corporation be established, or an existing organization be chosen, for the purpose of testing the JAG Model in Nevada under the leadership of Governor Sandoval.

In addition to the Concept Paper, attached you will find the following documents:

- Special Briefing for NASWA, March 2012
- Sample Statewide Budget. This budget must be modified to fit the organizational structure (public versus private) and the state's staffing costs.
- Chief Executive Officer Job Description
- Multi-Year Program Specialist Job Description
- Explanation of Barriers for Student Selection
- Multi-Year Program Agreement between State and School
- JAG Technical Assistance Services
- Technical Assistance Contacts



Academics • Employability Skills • High School Graduation • Work-Based Learning • Postsecondary Education • Career

Jobs for America's Graduates

A Special Briefing for:

The National Association of State Workforce Agencies

March 2012

"The 4-R's of JAG—Rigor, Relevance, Recognition and Rewards"





Briefing: Jobs for America's Graduates

Chairs of the JAG Board of Directors



Governor
Pete du Pont
Founder
(DE)

Governor
John R.
McKernan,
Jr.
(ME)

Governor
George
Voinovich
(OH)

Governor
Marc
Racicot
(MT)

Julie
Nixon
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Vilsack
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Governor
Janet
Napolitano
(AZ)

Governor
John
Baldacci
(ME)

Governor
Jack
Markell
(DE)

Current Vice Chairs of JAG



Governor
Mike
Beebe
(AR)



Governor
Mitchell
Daniels
(IN)

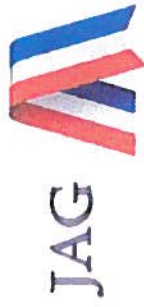
31 Years of Leadership Excellence



Briefing: Jobs for America's Graduates

The \$200 Billion Dropout Problem

- ☑ The dropout problem wreaks economic havoc, costing the U.S. as much as **\$200 billion** each year in lost productivity and tax revenue.
- ☑ **Dropouts are likely:**
 - To be dependent on public assistance
 - To have health problems
 - To engage in criminal activity
- ☑ U.S. would save **\$41.8 billion** in health care costs if the 1,000,000 dropouts in 2009 were to complete one or more years of schooling.
- ☑ Increasing high school completion by **1 percent** for all men (ages 20-60) would save the U.S. up to **\$1.4 billion** per year in reduced crime.



Briefing: Jobs for America's Graduates

“The Dropout Problem” Solution

JAG is a cost-effective dropout prevention, school-to-career, dropout recovery solution to serve young people who are greatest at risk of not:

- staying in school through graduation or completing a GED
- pursuing a postsecondary education; and/or
- securing a quality entry-level job that leads to career advancement opportunities.

Since 1980, JAG State Organizations and Local Affiliates have served over **800,000** young people with major barriers to success.

For 31 years, JAG has enjoyed the support of elected public officials and corporate executives.



Briefing: Jobs for America's Graduates

JAG Board of Directors

- Always been Chaired by Governors – Largest number of Governors to serve on any board other than National Governors Association.
- Three previous JAG Board Members were appointed to President Obama's Cabinet:
 - Janet Napolitano, Secretary of Homeland Security;
 - Tom Vilsack, Secretary of Agriculture
 - Arne Duncan, Secretary of Education
 - Napolitano & Vilsack both served as JAG Chairs when they were Governors.

Bipartisan Board

- 2 Republican and 4 Democratic Governors serve on the JAG Board.

Senior Education Leaders

- CEO of American Association of Colleges for Teacher Education
- CEO of Education Commission of the States
- State Superintendent, Washington

Senior Business Leaders from:

- | | | |
|--------|--------------|---------------|
| • ADM | • Honeywell | • Shell |
| • Ally | • IBM | • SHRM |
| • AT&T | • JPMorgan | • Sony |
| • GE | • Chase | • Toys "R" Us |
| • HCA | • McDonald's | • Verizon |
| | • Microsoft | |

JAG Briefing: Jobs for America's Graduates
JAG Corporate Supporters





Briefing: Jobs for America's Graduates

Funding

JAG State Organizations

- Total Funding—\$50 Million
- 18 State Legislatures—42%
- 14 Workforce Investment Act—19%
- 11 School District Funds—11%
- 2 Wagner-Peyser—8%
- 40 Funding Sources

JAG-National

- Total Funding—\$1.7 Million
- Private Corporations—66%
- Affiliation Fees—33%
- Core Funders—30%



Briefing: Jobs for America's Graduates

JAG Model Program Applications

Middle School Program. The fastest growing program helping 7th and 8th graders to transition more successfully from middle to high school receiving an array of JAG Model services to improve their academic performance, school behavior, attendance, confidence, participation and self-esteem.

Multi-Year Program. A dropout prevention program serving students (9th to 12th grade) who possess significant barriers to graduation or successfully transitioning into postsecondary schooling or the labor market including 12 months of post-graduation follow-up services.

Alternative Education Program. A dropout prevention program serving students (9th to 12th grade) who are unable to be successful in a traditional high school program requiring additional support services to overcome or cope with barriers to academic, economic, family and personal barriers.

Senior Program. A school-to-work transition program for high school seniors believed to be at risk of not completing high school or successfully transitioning into postsecondary schooling or the labor market because of academic, economic, family and personal barriers including 12 months of post-graduation follow-up services.



Briefing: Jobs for America's Graduates

JAG Model Program Applications

Out-of-School Program. A dropout recovery program serving youth (16-24 years) who left the traditional school system and wants to complete requirements for a high school diploma or attain a GED with assistance in securing a quality job leading to a career and/or enrollment in a postsecondary education and training program.

Early College Success Program. A collegiate dropout prevention program to help at-risk students successfully complete their first year of college and ensure graduation with a degree, certificate, diploma or transfer to another college.



Briefing: Jobs for America's Graduates

JAG Model in the Schools

- **Specialists deployed in the schools**—serve 35-45 students.
- **Contact**—one hour a day; 5 days/week; 36 weeks plus summer.
- **JAG National Curriculum**—37 to 86 Employability Competencies.
- **JAG Career Association**—develop, practice, and refine personal, leadership, and teaming skills.
- **Service-learning, community-based projects.**
- **Field trips, guest speakers, job shadowing, mentors, tutors.**
- **Employer marketing and job development.**
- **Goals:** Graduation, Employment, and Higher Education.



Briefing: Jobs for America's Graduates

Performance Goals and Outcomes Class of 2010

Performance	Goals	Actual Outcomes
Graduation Rate	90%	93%
Positive Outcomes Rate	80%	79%
Aggregate Employment Rate	60%	54%
Full-time Jobs Rate	60%	67%
Full-time Placement Rate	80%	88%
Further Education Rate	35%	47%

JAG Documents Extraordinary and Consistent Results—Annually!



Briefing: Jobs for America's Graduates

U.S. Chamber of Commerce Survey Findings

- A random sample survey of employers of JAG graduates were asked by the Chamber to rate their perceptions of JAG workers and the JAG program.
- To quote the Chamber: *"The results portray a highly successful program that enjoys considerable success and one that is valued among JAG employers. Both the JAG program and the worker consistently received high rankings throughout the survey."*
- An overwhelming majority of supervisors (98%) are "Very Likely" or "Somewhat Likely" to employ other JAG graduates.
- Only 3% of the JAG workers did not meet supervisors' expectations about the overall work value they would receive from a JAG graduate.



Briefing: Jobs for America's Graduates

Research Findings

- Dr. Andy Sum, Center for Labor Market Studies, Northeastern University
- Research Study: Employment Impact of JAG Graduates
- In-school Work Experience:
 - Increases the **likelihood of employment** upon graduation for all graduates including those enrolled in college.
 - Increases the **access of non-enrolled participants to full-time jobs**
 - Provides college students access to jobs with **more work hours per week**
 - Increases weekly hours worked and hourly wages of non-enrolled graduates



Briefing: Jobs for America's Graduates

Employment Impact of JAG

Conducted by Center for Labor Market Studies, Northeastern University

- 1. Dramatic differences among low income JAG minority youth:**
 - 56% improvement in employment for Hispanic youth
 - 24% improvement in employment for African Americans
- 2. Full-time employment in comparison to similar youth:**
 - 22% improvement in full-time employment for JAG grads
 - 45% improvement for African American youth
 - 70% improvement for Hispanic youth
- 3. Full-time employment for low income youth:**
 - 88% difference for African American youth
 - 102% difference for Hispanic youth
- 4. JAG youth employed for many more hours:**
 - 31% improvement in mean hours for all youth
 - 45% improvement in mean hours for African American youth



Briefing: Jobs for America's Graduates JAG and WIA Both:

- Have goals of retention and graduation
- Employment
- Demand 12 months of follow-up
- Want measurable outcomes: Meeting Youth Performance Measures
- Want support services to enable youth to stay in school and also be successful on the job and in higher education.



Briefing: Jobs for America's Graduates Partnerships with WIBs

- **JAG Affiliates employ & deploy staff in schools or adult learning facilities**
- **Assure accountability to attain bottom-line goals**
- **Conduct effective visibility & informational campaign**
- **Research, engage, and support employers needs for effective employers.**



Briefing: Jobs for America's Graduates

JAG — A Proven Solution!

- Targeting and keeping youth at risk of not graduating in school—**96%**!
- Achieving a remarkable graduation rate—**93%**
- Encouraging graduates to pursue a postsecondary education—**47%**
- Extraordinary impact on employment for all JAG graduates, particularly low-income minority youth—**88% to 102%** improvement!



Briefing: Jobs for America's Graduates

Jobs for America's Graduates, Inc.

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Governor Mike Beebe (AR), Vice Chair of the Board
Governor Mitch Daniels (IN), Vice Chair of the Board

Kenneth M. Smith, President

Jim Koeninger, Ph.D., Executive Vice President



Concept Paper

A Statewide Demonstration of Jobs and Graduation Success:

Jobs for Nevada Graduates

Prepared for

Governor Brian Sandoval

Prepared by

JOBS FOR AMERICA'S GRADUATES

December 2011

I. Summary: Statewide Demonstration of Jobs for Nevada Graduates

This paper provides an outline of a plan for a statewide test of the **JOBS FOR AMERICA'S GRADUATES (JAG)** Model in Nevada, under the leadership of Governor Brian Sandoval.

Initiated in Delaware in 1980 under the leadership of Governor Pete du Pont, JAG is now a highly successful national educational and employment system with a 31-year track record of extraordinary results. Based on strict accountability standards and private sector leadership, JAG has consistently increased graduation rates and improved the employability of the most at-risk high school students from diverse economic and demographic backgrounds. This consistent high level of performance outcomes has enabled JAG to gain the active support of Governors (including six Governors on the JAG Board of Directors), education leaders, and employers across the country.

In addition, the JAG Model has been used by states as a vehicle to address other critical issues facing the most at-risk and disadvantaged students. Most notably, Governors have used the JAG Model to accomplish the following education and youth goals:

- Improve graduation rates
- Reduce high dropout rates
- Improve academic achievement for the most at-risk students
- Break family cycles of welfare dependency
- Reduce juvenile delinquency rates
- "Recover" dropouts through the JAG Out-of-School Program Application

The JAG program reaches young people who are at highest risk of not completing school or going on to a good job and/or higher education and gives them another chance to succeed. Through personalized attention from program staff and organized leadership development activities, students who participate in a JAG program are able to realize their potential and succeed.

The JAG Model, in effect, provides Governors and state-level education, business, and workforce leaders with a proven program for achieving results while also providing the flexibility required to address state and local needs. It also has been extensively utilized in more rural areas of states where there has been a special effort to reach at-risk youth to help ensure success in school and on the job, leading to retention in their geographical areas.

As detailed below, it is proposed that **Jobs for Nevada Graduates** be tested in 8-10 schools across the state beginning in school year 2012-13. Further, it is proposed that a non-profit corporation be established, or an existing organization be chosen for the purpose of testing the JAG Model in Nevada under the leadership of Governor Sandoval.

II. Background

Jobs for America's Graduates, Inc. is the nation's largest and, arguably, the most successful school-to-work system for at-risk and disadvantaged young people. Since its inception in 1980, well over 800,000 young people have participated in a JAG Model program. Today, JAG operates in approximately 900 high schools and serves over 40,000 youth in 33 states.

The ultimate objective of the JAG Model is to help each program participant secure a quality job that will lead to a meaningful and satisfying career. To achieve this objective, JAG focuses on keeping students in school through graduation and equipping them with the academic and technical skills necessary to improve their employability. Second, JAG requires not less than one year of follow-up and support after the student leaves school. This latter component of JAG helps to ensure the young person's success in a job and/or postsecondary education during the time when the student is most at risk of failure.

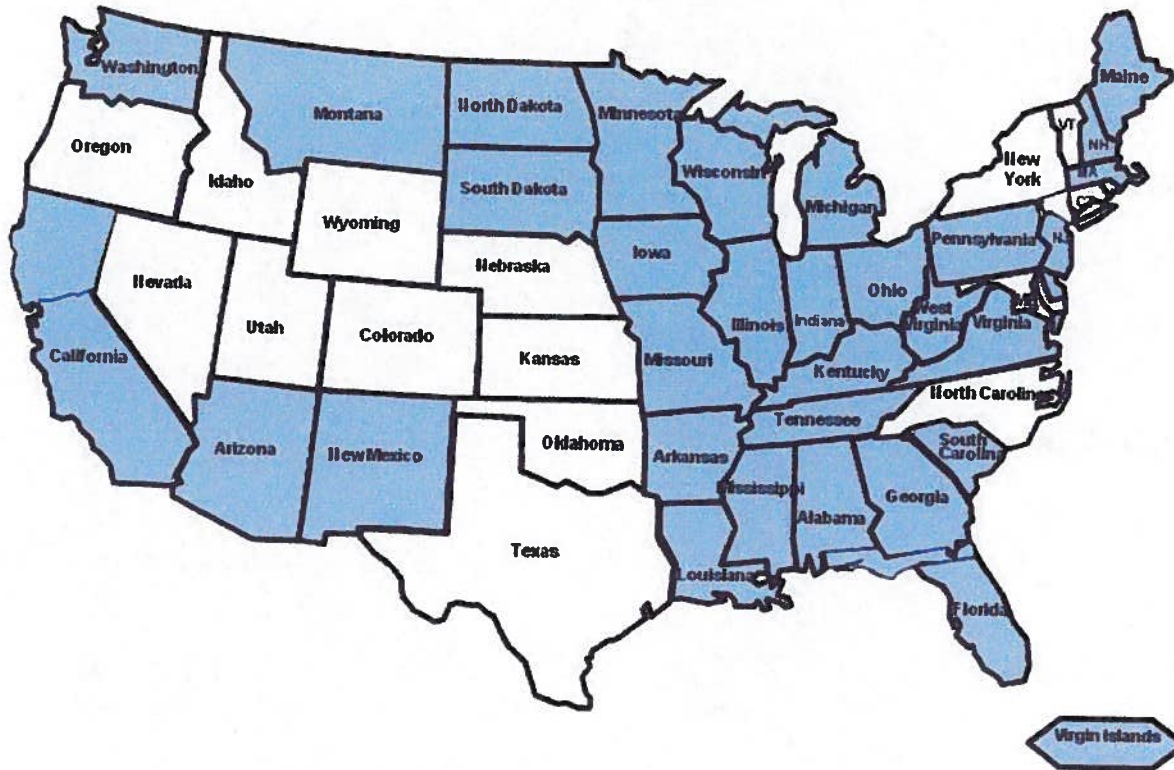
Strong national performance standards and reporting requirements ensure that each student in the program has the opportunity to succeed. In fact, the JAG "Specialist," who provides instruction during the "in-school" phase as well as the follow-up support services after graduation, is held fully accountable for the 35 to 45 young people in his or her charge. It is the combination of these equally important components – in-school instruction and post-graduation support services – that distinguishes JAG from all other national school-to-work models.

Based on sound business practice, the Specialist's job depends upon "bottom-line" results: Did each young person graduate from high school and enter the workforce, postsecondary education, or the military? JAG's performance outcomes for an at-risk student population are compelling:

- **90 percent graduation rate** within 12 months of the normal school graduation date.
- **80 percent success rate** or more, at the close of 12 months of follow-up after graduation (i.e., students are employed, in the military, in postsecondary training, or some combination).
- **30 to 100 percent improvement** in employment for various subsets of high-risk populations.

Moreover, JAG offers an extraordinarily cost-effective approach to achieving these performance outcomes. The results achieved by JAG have been achieved at a cost of \$1,000 - \$1,500 per participant, depending on salaries – less than half the national average of similar programs, none of which include the 12 months of follow-up. Further, evidence shows that young people who are employed full-time more than repay the costs of the program within 14 months in taxes paid alone.

JAG National Network 2010-2011



III. Testing the JAG Model in Nevada

JAG Application and Target Populations. It is proposed that the JAG Model be tested with a focus on the eleventh and twelfth grades.

Although JAG applications are available for students in lower grades, it is recommended that Nevada begin with the eleventh grade and twelfth grade for the following reasons:

- Students in the eleventh and twelfth grades will be entering the labor market immediately, and this may be their last real chance for success in school and on the job;
- Multiple concrete results are easy to verify (graduation rates, employment rates, higher education rates).

Size and Scale. It is proposed that the high school program be tested in 6-8 schools with a total of approximately 200-300 students in the first year.

It is anticipated that a test in 8-10 high schools would require a budget of approximately \$500,000-\$600,000, depending on salaries, for the period July 1, 2012 through June 30, 2013.

IV. *Jobs for Nevada Graduates*

Establishment of State Non-Profit Corporation. The JAG experience indicates that the most effective management mechanism for a statewide application is a non-profit corporation, organized solely for the purpose of implementing the JAG Model programs. There are alternatives proven to work that can also be considered.

Further, it is proposed that the state non-profit organization employ the JAG staff and then deploy them into the schools to help ensure statewide consistency and enforce full accountability for meeting program performance standards. This approach is expected to provide for a lower cost of operation and a more cost-effective delivery system.

Accordingly, it is proposed that Nevada establish a non-profit organization, **Jobs for Nevada Graduates**, for the purpose of testing the JAG Model on a statewide basis. It is also proposed that Governor Sandoval serve as the founding Chair of the non-profit corporation. Key business, education, government, labor, and community leaders would be recruited to help oversee and take responsibility for achieving the goals of JAG-Nevada.

Under this arrangement, all available sources of funding would be provided to the non-profit for the purpose of implementing and managing JAG-Nevada. In addition, the non-profit would receive technical support from JAG (the national non-profit organization) to launch and manage the program.

Role of Jobs for Nevada Graduates. It is proposed that the newly created state non-profit organization, be charged with the following responsibilities:

- Ensure attainment of "bottom-line" goals of the program.
- Attract a full range of available public and private sector funding resources.
- Provide leadership in helping to accomplish the goal of reaching at least eight high schools in Nevada in the first year.
- Conduct an effective visibility and informational campaign to educate employers and opinion leaders on the successes of JAG-Nevada.
- Assist local sites in attracting jobs and speakers on career options and employability requirements.
- Assist in organizing a statewide student competition and recognition event each year in which program participants would be able to demonstrate employability skills and be recognized for their success. Recognition of the support from Nevada's key business, government, education, labor, and community leaders is an important feature of these events as well.

- Provide ongoing leadership and support, working in concert with the Departments of Education and Labor, to help ensure the quality of the local programs and coordination with the overall education and workforce development objectives of the State.
- Identify opportunities for management and staff development by private sector trainers and trainers available from Jobs for America's Graduates and the JAG National Network.

Organization of the State Non-Profit Corporation. It is important that the non-profit corporation be led by high-level public officials and chief executives from key employers in the state.

Specifically, it is proposed that Jobs for Nevada Graduates be led by public and private sector leaders, including:

- Governor Sandoval;
- The Superintendent of the State Department of Education;
- Leading statewide educators, workforce and local government leaders;
- Four members of the state legislature (preferably individuals who chair key committees);
- Six to ten chief executive officers and/or statewide business leaders (perhaps including the President of the Nevada Chamber of Commerce or other statewide business organizations);
- Statewide community leaders (particularly from minority organizations and civil rights groups)

JAG would assist in identifying a qualified and competent Chief Executive Officer.

Role of Jobs for America's Graduates, Inc. Jobs for America's Graduates is prepared to provide the following technical assistance to Jobs for Nevada Graduates for a period of one year at a cost of \$25,000. Services provided include:

- On-site technical assistance in drafting appropriate plans and locating resources to implement the program.
- On-site assistance in presenting the program to governmental, educational, community, and private sector organizations.
- Assistance in the selection of supervisory and school-based staff.
- On-site training for all Specialists, both pre-service and in-service.
- Development and implementation of the computer-based JAG electronic National Data Management System to research and track specific performance outcomes to determine the effectiveness of the program.

- Availability of JAG's Board of Directors and senior staff that could prove useful for the successful implementation of the statewide program.
- Availability of JAG copyrighted National Curriculum materials, operational guides, administrative manuals, research systems, and forms.
- Implementation of a complete Accreditation process to ensure that local programs comply with the JAG Model.

V. Budget and Funding

Major sources of available financing for the program can include, but are not limited to, the following:

1. **Workforce Investment Act Funds.** The Workforce Investment Act (WIA) specifically targets funds for school-to-work transition activities under a state "set-aside" for education and training for in-school and out-of-school youth. In particular, the set-aside funding can be used for the implementation and growth of a state school-to-work transition based on the JAG Model. WIA funding accounts for nearly 30 percent of the total funding of the 32-state JAG National Network, because JAG programs meet or exceed the WIA national performance standards.

Federal workforce funds are available at both the state and local level for carrying out youth activities directly linked to academic and occupational learning, as offered by the JAG Model. The Governor's discretionary funds under WIA are frequently utilized for the JAG program, since JAG regularly **exceeds** the WIA Youth Performance Standards.
2. **The Wagner-Peyser 7(b) Discretionary Funds of the Governor.** Up to 10% of the Wagner-Peyser Employment Service funds can be used by the Governor for innovative programs. It should be noted that the only example suggested by Congress was "school-to-work transition."
3. **Carl D. Perkins Act Vocational Education Funds.** Consistent with JAG, federal vocational education funds are available to expand and improve secondary and postsecondary educational programs that lead to student achievement in both academics and occupation-based competencies. Similarly, the federal funds are intended to serve the most at-risk students – the same population of students targeted by JAG.
4. **State education and training funds available through Nevada's State Departments of Education and Labor.**
5. **Various federal and state dropout prevention funds.** As a program designed to reduce dropout rates, certain aspects of the JAG Model qualify for dropout prevention-related education funds.
6. **Private sector contributions.** An essential component of the JAG Model is business leadership. Typically, this business leadership lends itself to important

financial investments by the private sector, including corporations, foundations, and service organizations (such as United Way).

In addition, it is recommended that, at an appropriate time, the Governor seek an appropriation from the State Legislature to support JAG-Nevada. The value of state legislative support is twofold: 1) it helps to ensure the scale of the pilot test is adequate, and 2) it ensures early "ownership" by the legislative branch.

VI. Performance Goals

It is proposed that the JAG National Standards be used as goals to measure the success of the Nevada organization:

- **80% graduation rate** within 12 months of leaving school.
- **75% or more success rate** at the end of 12 months, either on the job, in the military, in postsecondary training, or some combination.
- **60% full-time employment rate.**
- **75% overall employment/postsecondary education rate.**
- **20% reduction in the dropout rate** for the junior and senior classes.

VII. Timeline

It is proposed that a committee of Nevada's key state leaders from the public and private sectors be organized under the leadership of Governor Sandoval to carry out the following activities:

1. Review the track record and experience of the JAG Model and consider its potential application in Nevada.
2. Consider how best to ensure that the program effectively integrates into Nevada's larger education and workforce systems.
3. Prepare a Final Plan for the implementation of JAG-Nevada.

In order to test the JAG Model beginning in January 2012, the following timeline of events is proposed:

January 2012

- Meeting held with Governor Sandoval and other state leaders.
- Suggested next step: Establishment of a State Planning Committee for Jobs for Nevada Graduates

February-March 2012

- Implementation strategy developed and approved by State Planning Committee appointed by the Governor.
- Funding resources identified and secured.
- Potential Board members, existing non-profit, or other management organization identified.
- Non-profit organization established (or existing organization selected).
- Support of educators, public officials, employers, and community-based organizations secured.
- Superintendents and school officials briefed on program.

April-May 2012

- Board organized and convened to act on budget, work plan, and selection criteria for non-profit's Chief Executive Officer.
- Budget approved from identified funding sources.
- Full-time President/Executive Director hired to manage non-profit corporation and prepare for launch of program.
- Participating schools selected and briefed on implementation requirements.

June 2012

- Specialists and other staff hired in time to receive training by February-March 2012.

August 2012

- Non-profit fully operational.
- Staff trained.
- Students selected by the schools.
- Official launch in 8-10 high schools.



SAMPLE STATEWIDE BUDGET

ASSUMPTIONS

This **SAMPLE STATEWIDE BUDGET** is based on a sampling of statewide budgets. Minimally, the budget should be modified to fit the economy and employment requirements of the state. The budget projections are based on the following assumptions:

- A non-profit corporation with 501[c][3] tax-exempt status with the IRS leads the statewide organization. This is the preferred organizational structure since public and private funds can be directed to nonprofit corporations with tax-exempt status.
- The Board of Directors (or State Advisory Council) accepts responsibility and ownership of the statewide organization.
- The non-profit organization employs a central office staff including a chief executive officer (full-time or part-time), supervisor, data management coordinator, and administrative staff depending on the number of schools delivering the JAG Model.
- Specialists are employed by the non-profit organization on 11 or 12-month contracts and placed at schools that fit their particular expertise.
- Schools are selected through an RFP process that specifies the requirements of an accredited JAG Model program.
- Specialists serve an average of 35-45 program participants. Specialists that serve 45 program participants maximize the cost-effectiveness of the program.
- Likewise, Specialists that do not serve 45 participants will increase the cost per participant. Highly accountable programs understand the impact of the reduction in the number of participants served.
- Classroom, office space and furnishings are provided by the host schools.
- An increasing percentage of matching funds can be provided by the school district over a 5-year period to absorb the cost of the program. (Y1—no matching funds; Y2—25%; Y3—50%; Y4—75%; Y5—100%) Over a five-year period, the cost per participant will decline significantly if school districts absorb the cost of the program. The statewide organization can expand the number of students and schools served by entering into partnerships that result in the transfer of responsibility from the statewide organization to the local school district over a 5-year period. This approach is being used by an increasing number of states to expand the services of a JAG Model program.
- The benefits package for all employees of the nonprofit corporation is estimated to be 25 to 35 percent of salaries and includes health insurance; life insurance; disability; 401K retirement program. The overall cost of the benefit package can be reduced further by employees paying a larger percentage of the benefits package.

STATEWIDE BUDGET

LINE ITEMS	10 SCHOOLS	15 SCHOOLS	100 SCHOOLS
PERSONNEL			
Executive Director	\$50,000	\$50,000	\$80,000
Supervisor #1	35,000	37,500	40,000
Supervisor #2	0	0	40,000
Administrative Assistant	25,000	25,000	30,000
Data Management Coordinator	0	0	35,000
JAG Specialists @ \$30,000	300,000	450,000	3,000,000
TOTAL SALARIES	\$410,000	\$562,500	\$3,225,000
Fringe Benefits @ 35% of Salary	\$143,500	\$196,875	\$1,128,750
TOTAL SALARIES AND BENEFITS	\$553,500	\$759,375	\$4,353,750
OFFICE RELATED EXPENSES			
Office Space—Seek donated space	\$30,000	\$30,000	\$60,000
Office Furniture (Desks, Bookshelves, Filing Cabinets, Folding Tables, Desk Chairs, etc.)	12,000	12,000	25,000
In-School Office Space, Furnishings, and Supplies	In-Kind	In-Kind	In-Kind
Utilities	4,000	4,000	7,500
Printing and Duplicating	4,000	4,000	7,500
Telephone and Fax	5,000	5,000	12,000
Postage and Shipping	4,500	4,500	8,500
Supplies	6,000	6,000	10,000
Building and Office Maintenance	3,000	3,000	6,000
Janitorial Supplies and Services	1,500	1,500	3,000
SUB-TOTAL	\$70,000	\$70,000	\$139,500
COMPUTER NETWORK AND DATA MANAGEMENT			
Computer Hardware and Networking	\$25,000	\$25,000	\$100,000
Office Equipment—Copier, Fax, Cellular Telephones	5,000	5,000	20,000
Software Licenses (Microsoft donated software licenses)	5,000	5,500	50,000
SUB-TOTAL	\$35,000	\$35,500	\$170,000
STAFF DEVELOPMENT & TRAVEL			
New Specialist Training @ \$350 per	\$3,500	\$5,250	\$35,000
National Training Seminar (Minimum)	5,000	5,000	50,000
Management Development Institute (Minimum)	2,000	2,000	4,000
Pre-NTS Workshops (Minimum)	2,500	2,500	10,000
Trainer Certification Workshops (Minimum)	2,000	2,000	4,000
Site Reviewer Certification Workshop (Minimum)	0	0	3,000
Mileage @ ___ cents	4,500	5,000	45,000
SUB-TOTAL	\$19,500	\$21,750	\$117,000

LINE ITEMS	10 SCHOOLS	15 SCHOOLS	100 SCHOOLS
FEES			
JAG Affiliation Fee (Projection)	\$12,500	\$19,500	\$50,000
Bookkeeping and Accounting Fees	12,000	12,000	15,000
Legal Fees (or pro bono services)	2,500	2,500	4,500
Speakers, Trainers, and Consultants	2,500	2,500	10,000
SUB-TOTAL	\$29,500	\$36,500	\$79,500
INSTRUCTIONAL COSTS			
JAG Curriculum Modules—Notebooks, Tabs, Printing @ \$355 per	\$3,550	\$5,325	\$25,000
CD-ROMS—Model Books/Curriculum Modules	200	200	2,000
Remediation Materials	2,500	2,500	4,500
Career Association Chapter Supplies	5,000	5,500	10,000
Substitute Teachers @ \$100 per day	5,000	5,000	50,000
Video Playback Equipment	0	0	5,000
LCD Projectors	0	0	1,000
Resource Library	2,500	2,500	12,500
SUB-TOTAL	\$19,850	\$20,275	\$110,000
CAREER ASSOCIATION			
Fall Leadership Conference @ \$250 per school	\$2,500	\$3,750	\$25,000
Career Development Conference @ \$50 per delegate	5,000	5,000	25,000
State Officer Expenses @ \$500 per	3,000	3,000	5,000
National Student Leadership Academy @ \$1,000 (November)	4,000	4,000	10,000
Digital Camera	500	500	1,000
SUB-TOTAL	\$15,000	\$16,250	\$66,000
TOTAL BUDGET	\$740,200	\$958,075	\$5,035,750
NUMBER OF PARTICIPANTS	450	675	4,500
PROJECTED COST PER PARTICIPANT	\$1,644	\$1,,500	\$1,219

POTENTIAL LINE ITEM CHANGES:

- The Chief Executive Officer could be 50% dedicated to Jobs for Nevada Graduates, Inc.
- Personnel Salaries could be increased or reduced depending upon local wage rates
- Benefit Package could be partially funded by employees
- Computer Hardware, Office Equipment, and Software Licenses could be donated
- Staff Development and Travel should include participation of Managers and Specialists in Pre-NTS and the National Training Seminar
- Bookkeeping and Legal Fees could be provided pro bono
- Chapter Supplies could be provided by chapter fundraising
- Curriculum Modules can be printed locally using a Master CD-ROM to reduce expenses
- Remediation Materials and Resource Library could be reduced
- Career Association Event Expenses could be reduced through chapter fundraising

EXPLANATION OF BARRIERS FOR PARTICIPANT SELECTION

The JAG Model is not for everyone! Participants, therefore, should be selected on the basis of the number and seriousness of barriers listed in this document. Research indicates that programs that serve youth at greater risk of graduation and joblessness, especially those from economically disadvantaged backgrounds, were often those who produced the greatest net employment and earnings impacts. In other words, those young people who benefited most from youth and employment training programs were those who had the personal and family background characteristics that make them more at-risk in graduating from high school, pursuing a postsecondary education and/or a successful attachment to the labor force. The selection process should be based on the number of barriers to success possessed by each participant and verified by management using the criteria below.

- A.1 One or more modal grades behind peers**
Participant has repeated a year or more of school, putting him/her one or more years behind his/her peers. Example: a 17-year-old sophomore.
- A.2 Has repeated a grade in high school**
- A.3 Low academic performance**
A GPA of C (2.0 out of 4.0) or below or basic skills in the bottom quartile of the class. 50% should be in the bottom quartile and a maximum of 25% should be in the top quartile.
- A.4 Basic skills deficient (reading and math in particular)**
Performing in the bottom quartile of the class in basic skill areas as measured by standardized testing.
- A.5 Limited English proficiency**
English as a second language also called English Language Learners.
- A.6 Did not pass state proficiency exam**
May or may not be applicable. Identify the portion(s) of the test that still needs to be passed.
- A.7 A past record of excessive absences as verified by school officials**
Documented as having been absent ___ or more times during the previous school year. The state or school district should define what is considered excessive. Most schools have a standard number of absences beyond which students lose credit.
- A.8 Has been suspended, expelled or put on probation during high school**
Verify status based on an examination of school disciplinary records.
- A.9 Has dropped out of school previously**
Identify last high school attended and last grade level completed.
- E.1 Family environment is not conducive to education or career goals**
Verify through a conversation with the participant, information from the advisory committee or a home or parent visit conducted by the Specialist.
- E.2 Mother did not graduate from high school**
Likely that the child may not be encouraged or supported to graduate from high school.
- E.3 Father did not graduate from high school**
Likely that the child may not be encouraged or supported to graduate from high school. The barrier is more intense if both mother and father failed to graduate from high school.

- E.4 Mother does not work**
- E.5 Father does not work**
- E.6 Is pregnant**
- E.7 Has dependent child(ren) in the home**
This applies to the participant's own children or other children, such as younger siblings, that the participant may be raising while residing in the same home.
- E.8 Is parenting**
This could be the participant's children, but they are not living with the participant.
- E.9 Has documented alcohol and/or other substance abuse**
Due to confidentiality laws, this information may be difficult to verify. Usually a guidance counselor, school nurse, or parent can confirm the information. The participant may share this information with you as well.
- E.10 Convicted of a criminal offense other than a traffic violation**
Specify the offense.
- E.11 Has a record of violent behavior**
This should be verified by checking school disciplinary records. Specialists should exercise caution and should check to be sure that behavior issues have been or are being addressed in order to ensure the safety of all program participants.
- E.12 Homeless**
Living in a homeless shelter, "couch surfing," or on the streets.
- E.13 Runaway**
- E.14 Requires child care during work or school**
- E.15 Needs transportation to and from work or school**
- P.1 Special education certified**
- P.2 Lacks motivation or maturity to pursue education or career goals**
A participant that lacks direction, has no goals, and/or has demonstrated a pattern of not following through with plans and goals. Advisory committee members, counselors, or parents could assist in validating.
- P.3 Emotional disorder which impairs education or career goals**
This includes documented emotional disorders such as depression, manic depression, bipolar disorders, eating disorders, previous suicide attempts, etc. Participant may or may not have received treatment for the disorder. It does not include general feelings of low self-esteem.
- P.4 Has a disability**
This includes documented physical disabilities, such as multiple sclerosis, cystic fibrosis, chronic diabetes, or any congenital birth defect. Also applies to those students with spinal cord injuries, brain injuries, etc. Does not apply to asthma, allergies, acne, etc. Specify the disability.
- P.5 Health problems which impair education or career goals**
Can include chronic, recurrent infections such as bronchitis, PID, chronic fatigue, etc.

- W.1 Is an economically disadvantaged student as defined by public assistance, TANF, or free lunch**
This information should be verified through the school cafeteria by examining food stamp booklets or other documentation.
- W.2 Having inadequate or no work experience**
Participant has not worked more than three consecutive months for the same employer during the past two years.
- W.3 Lacks marketable occupational skills that are in demand in the local labor market**
This is difficult to verify. It applies to participants who are basic skills deficient, who lack initiative and work skills, or who have never worked. It does not include a participant who is enrolled in a vocational skills training program, as it could be expected that the participant will have attained marketable skills upon graduation.
- O.1 Other**
Check with your manager on what this covers. This could possibly include intense low self-esteem, obesity, etc. if they represent barriers to success. e-NDMS includes a section of explanation for "other."



CHIEF EXECUTIVE JOB DESCRIPTION

JAG STATE ORGANIZATION

<p>POSITION OVERVIEW</p>	<p>1. The Chief Executive is appointed by the Board of Directors (or Oversight Body) for the execution of all business except those functions reserved in the bylaws for the Chairman of the Board, the Secretary or the Treasurer.</p> <p>To this end, the Board delegates to the Chief Executive all remaining responsibilities up to and including the ability to commit company resources to achieve the various goals pursuant to:</p> <ul style="list-style-type: none"> • Public law; • state law governing private non-profit corporations; • the explicit and implicit goals outlined in the bylaws; and • implementing budgets and initiatives approved by the Board at its regular meetings or through the auspices of the Executive Committee and the Chair during intervening periods.
<p>BASIC REQUIREMENTS</p>	<p>2. The Chief Executive must have at least a Bachelor's Degree from an accredited collegiate institution; Master's Degree or equivalent experience in operating a non-profit organization preferred.</p> <p>3. The Chief Executive must have five (5) years of progressive experience in running or managing a small to medium sized department, agency, bureau or company. Familiarity with the operating of a non-profit organization and support of a Board of Directors is critical to the successful operation of a JAG Model organization.</p>
<p>BASIC ABILITIES</p>	<p>4. The Chief Executive must have the ability to:</p> <ul style="list-style-type: none"> • be a visionary • communicate effectively with a variety of people, both orally and in writing • be decisive • develop cooperative work groups • challenge staff • actively listen • be innovative • set achievable goals • celebrate accomplishments

<p>FUNDRAISING</p>	<p>5. The Chief Executive is capable of managing the pursuit of funds from public and private sources to fund the budget as established by the Board of Directors. The successful Chief Executive will be able to:</p> <ul style="list-style-type: none"> • build positive relationships with current and future funding sources • access public funding sources to support the organization • prepare fundable proposals • manage the budget to operate within the available resources • provide periodic updates to funding sources
<p>PRIMARY RESPONSIBILITIES</p>	<p>6. The primary responsibilities of this position include, but are not limited to the following:</p> <p>*Providing for the fiduciary, legal and ethical health of the organization;</p> <p>This includes:</p> <ul style="list-style-type: none"> • adherence to applicable state/federal laws governing the legal constitution of the organization; • the maintenance of approved accounting practices; • the development and maintenance of high quality human resource systems dealing with compensation, benefits and employee well being and supports; • the maintenance of administrative supports; • the generation of annual reports; and, • the prudent use of due process in all endeavors <p>*Providing necessary support for the Board of Directors;</p> <p>This includes:</p> <ul style="list-style-type: none"> • maintenance of and adherence to the company bylaws; • the support of committees; • development of annual and semi-annual meetings of the board; and • maintenance of high-quality communications among board related activities. • assuring that the letter and intent of financial agreements with grantor agencies are met in an effective manner; • that relations with grant authorities are proactive; • that reportage is timely and accurate; • the explicit and implied commitments with contributing school partners are met; and that private contributions are handled in a manner that promotes, appropriately, the interest of both.

**PRIMARY
RESPONSIBILITIES
[CONTINUED]**

***Providing for development, direction, support and quality of program models;**

- This includes the primacy of “**students first**” in the operations of the company;
- that **lifelong learning** is articulated in all program and staff activities;
- that the **integrity of the JAG Model** and Program Applications are maintained;
- that contemporary **marketing practices** are applied to the school community to identify program enhancements and new program models;
- that specialists are **continually trained** in model technology;
- that **staff development and support is an explicit priority**;
- that operations and program models are **outcome based**;
- and that programs are situated effectively in the **culture of partnering schools**.

***Providing for the growth of the company, and the overall health of the company’s network of support;**

This includes:

- the maintenance of a **strategic plan** of development focused on the major goals of reaching all students who need, want and can benefit from our program models;
- development of necessary **financial and human resources**; and
- **promotion of related systems** of education, training, and developmental services.

***In support of these goals effective relationships must be maintained:**

- with the **executive and legislative branches** of state government;
- with **public and private efforts** committed to the education and training of young school-age people;
- with the **public school community**;
- with the **employer community**;
- with the **national network** of JAG-affiliated organizations; and
- with **stakeholders** whose mission complements that of the organization.

***In being committed to the JAG Model and the value-added benefits of strict accountability for the delivery of services and achievement of outcomes, there is a strong commitment to the Internet-based Electronic National Data Management System (e-NDMS).**

—3—

JOB DESCRIPTION—CHIEF EXECUTIVE
JAG STATE ORGANIZATION

**PRIMARY
RESPONSIBILITIES
[CONTINUED]**

This includes:

- **implementation of e-NDMS** to serve as the state's database;
- the **continual training** of staff to use the e-NDMS;
- instilling the expectation that **accurate and complete data is collected and reported** by staff;
- the **use of technical support options** found at www.iag.org;
- the **systematic exporting of data** to the state and national database;
- the implementation of a **verification system** before data is exported to JAG;
- **holding staff accountable** for data exported to state or JAG;
- building a **strong management structure** that ensures the tracking of program participants, services delivered and outcomes achieved; and
- exporting of the statewide data to JAG on a continuous basis with no greater than 5-7 days delay in updating the e-NDMS.

***The development of people resources to enhance the delivery of the JAG Model and its Program Applications.**

This includes encouragement of state and local staff in the following **staff development opportunities**:

- **Pre-NTS National Leaders' Workshop** for CSA Representatives
- **Management Development Institute**—in connection with the National Training Seminar;
- **Pre-NTS Certification Workshops**—immediately prior to NTS;
- **National Training Seminar**—JAG's annual staff development activity;
- **Regional Workshops** in defined geographical areas;
- **National Leadership Awards** events;
- **National Student Leadership Conference**—held immediate following the NSLC;
- **Council of State Affiliates meetings**—July and January;
- **Site reviews** as called upon;
- **Training assignments** as called upon;
- **Conference calls** as needs arise; and
- **Other meetings** as necessary to the functioning of the state and national organization.

**PRIMARY
RESPONSIBILITIES
[CONTINUED]**

***The use of the National Career Association as a student-led organization with active local chapters and a state level Career Association.**

This includes the:

- **Integration of the State Career Association and Local Chapters** into the overall delivery of program services as provided in the JAG Model;
- **Election of statewide and local student leaders;**
- **Conduct of a Chapter Advisor Development Program** to train Specialists to be chapter advisors;
- **Conduct of a Leadership Development Seminar** to train elected student leaders to perform their duties in the most effective manner;
- **Implementation and maintenance of a State Career Association Competitive Events Program** as provided by JAG in its model book series;
- **Conduct of a State Career Development Conference** which offers opportunities for general sessions, workshops and competitive events recognition, and networking; and
- **Enhancement of the JAG Model program** through the use of the National Career Association as a motivational tool chest.

***The use of the JAG National Curriculum Modules to develop personal, leadership and employability competencies that ensure personal and career success.**

This includes:

- Training staff to implement a **competency-based curriculum;**
- Requiring all program participants to complete JAG's **thirty-seven (37) core competencies;**
- Determining additional competencies that should be delivered using **JAG's eight-one (81) competencies** (which includes the 37 core competencies) based upon an assessment of program participants; and
- **Capturing and reporting needed improvements** in the JAG Curriculum Modules as needs arise.

***The involvement of employers on the oversight board and throughout the administration, service delivery, and fundraising functions of the organization.**

This includes:

- **Recruiting and involving** employers on the oversight board and other decision-making groups.

—5—

JOB DESCRIPTION—CHIEF EXECUTIVE
JAG STATE ORGANIZATION

PRIMARY RESPONSIBILITIES [CONTINUED]	<ul style="list-style-type: none"> • Involving employers in classroom-based and community-based activities including Career Association activities and events. • Providing graduates with work-based learning experiences that assist the graduate in moving from a quality job to a meaningful pathway to a career. • Taking an active role in the ongoing evaluation of the organization and personnel responsible for delivering the JAG Model.
TECHNOLOGY SKILLS AND TOOLS	<p>The successful Chief Executive will be able to use the following technology tools:</p> <ul style="list-style-type: none"> • E-mail • ListServ • Microsoft Word, PowerPoint, Excel • Internet Search Engines • LCD Projector • Digital Camera • Scanner • Computer and Printer
STATE CONTACT	
NATIONAL CONTACT	<p>Jim Koeninger, Ph.D., Executive Vice President Jobs for America's Graduates National Center for Best Practices 6021 Morriss Road, Suite 111 · Flower Mound, TX 75028 972.874.8044 · Fax: 972.874.0063 · www.jag.org</p>



MULTI-YEAR YOUTH SPECIALIST

Job Description

The Multi-Year Youth Specialist identifies, recruits, and instructs students deemed to have a high degree of difficulty of being promoted to the next grade, achieving graduation and/or making a successful transition from school to a quality entry-level job and/or pursue a postsecondary education leading to career advancement opportunities.

Essential Functions

1. Provide appropriate curriculum and ensures students achieve specific JAG competencies through classroom instruction; direct learning through a variety of methods including lecture, hands-on activities, and team teaching; tailor program and teaching methods to the needs of each student, and implement an intervention strategy for each individual.
2. Ensure an appropriate pool of students by directly recruiting students, and obtaining referrals from an Advisory Committee, school personnel, and parents; conduct interviews with prospective candidates and those making referrals; apply the appropriateness of the JAG Model guidelines to select prospective students (35 to 45) for the program.
3. Administer testing including pre-/post-tests and career interest surveys. Establish and implement a career development plan for all students on the JAG Program Roster.
4. Ensure positive perceptions of the JAG program within schools by developing and maintaining positive, effective working relationships with school personnel including teachers, administrators, students, and members of the Advisory Committee.
5. Advocate for the program and develop a pool of effective community support resources by working with employers, parents, civic groups, and legislators to build awareness of and support for this unique program; develop employment opportunities, participate in public relations activities, attend meetings and speak to various community groups.
6. Build appreciation for teamwork, sense of belonging and commitment to community service among JAG students by organizing and serving as advisor to the Career Association; create training opportunities through hands-on activities, film presentations, guest speakers, and workshops; advice civic and social development opportunities.
7. Provide students with guidance, counseling, and support within appropriate limits; refer students to additional support services on an as-needed basis; take responsibility for learning and complying with school policies including mandated reporting, discipline, attendance, etc.
8. Comply with all documentation requirements in a timely fashion including contacts and activities involving students, employers, and other groups; develop and maintain a well-organized filing and retrieval system.

10. Assist students in finding and maintaining quality employment and/or postsecondary educational programs upon graduation; work closely with students and employers for 12 months after the end of the school year to ensure a satisfactory employment outcome; develop a plan for contacts with non-graduates to ensure effective transition to employment or additional education.
11. Participate in staff, regional, and state-wide meetings, and staff development activities.

Additional Responsibilities

1. Perform various school-related functions such as lunch duty; work closely with the school administrator to limit non-JAG Model assignments.
2. Participate in field trips and other community-based activities and events.
3. Complete special projects and other projects and duties as assigned by the Manager.

Job Qualifications

1. Bachelor's degree in social service, counseling, business, education, or a related discipline is preferred. Equivalent combination of training, education, and experience may be considered.
2. Experience working with youth accompanied by knowledge of child development issues.
3. Skills in human relations, leadership, supervision, and motivational techniques.
4. Ability to work 12 months per year.
5. Ability to work independently while managing multiple priorities.
6. Ability to establish appropriate boundaries while developing and nurturing supportive relationships with students.
7. Ability to educate a variety of constituencies and interested parties about the program by developing ongoing relationships and making formal presentations.
8. Ability to develop curriculum and educational opportunities consistent with the JAG Model.
9. Working knowledge of basic computer applications such as word processing and electronic data tracking.
10. Ability to track students served, services delivered and outcomes achieved using the JAG Internet-based Electronic National Data Management System (e-NDMS).

For more information, contact:



JAG State Organization Technical Assistance

Jobs for America's Graduates provides start-up and on-going technical assistance to JAG-State Organizations and their JAG-Local Programs to ensure the successful implementation and operation of a JAG Model State Organization. The basic package of technical assistance includes, but is not limited to, the following services:

Launch Services

- Assist with preparation of a launch plan for implementing a JAG accredited statewide organization.
- Assist with presenting the program to government, education, community-based organizations, foundations, potential funding sources and private sector employers and groups.
- Provide guidance in establishing a state board of directors and a non-profit organization with IRS tax-exemption.
- Assist with preparing a statewide operating budget.
- Assist in identifying funding sources and making presentations to support the statewide program. Funding sources include: State Legislature, State Workforce Investment Board, State Youth Council, Local Workforce Investment Boards, State Agencies, Foundations, Corporations, Local School Districts, etc.
- Guidance in the selection of staff members, including:
 - Management team (*state director, program managers, and supervisors*)
 - Administrative staff
 - Specialists
- Implement the JAG Electronic National Data Management System (*e-NDMS*) to support tracking and reporting of participants served, services delivered, and results achieved.
- Assist in the development of program planning documents, including:
 - Strategic Plan
 - Operations Plan
- Assist in launching and managing a successful Career Association, a student-led organization, critical to a JAG accredited program.
- Provide guidance in implementing the National Competency-Based Curriculums for In-School Programs (High School, Middle School and Out-of-School).
- Provide guidance in approaching school districts, superintendents, principals, and others to describe the value-add of a JAG Model Program to serve the unique needs of at-risk and disadvantaged students. Grade involvement will depend upon the selection of the Program Applications to implement in each location.

On-Going Technical Assistance

- Reply to requests for information and/or discuss problems in a timely manner.
- Conduct on-site reviews and/or e-NDMS reviews to ensure that the JAG-State Organization and its JAG-Local Programs comply with standards as set forth in the JAG Model.
- Provide consultation on preparing for on-site program reviews (*and mid-year reviews for new states*).
- Explain the content of an accreditation report that outlines strengths, areas of improvements, major and minor areas of non-compliance and recommendations.
- Assist in implementing the recommendations contained in the National Accreditation Report
- Assist in conducting a statewide Fall Leadership Conference and a Spring Career Development Conference.
- Assist in developing summer work-based learning experiences for program participants.
- Provide consultation in launching follow-up services.

Training Services

- Provide training for the Chief Executive to implement an accredited JAG Model State Organization.
- Provide training of new and experienced Specialists in implementing JAG Model Program Applications via webinar or on-site depending on number of participants.
- Conduct the Annual National Training Seminar in July—includes dynamic and informational general sessions, best practices workshops and networking opportunities for Chief Executives, management teams, Specialists, data tracking coordinators, curriculum coordinators, Career Association coordinators, etc.
- Conduct the Annual Pre-NTS Workshops—intensive training is offered to provide skill practices to improve performance in the targeted program areas.
- Conduct the Annual Management Development Institute designed for new and experienced managers. Designed to improve understanding of the JAG Model as well as develop and refine leadership, coaching and management skills.
- Conduct refresher training for those who implement the JAG Model using one or more of the JAG Program Applications.
- Conduct advanced training for those who wish to move beyond the "what" (*of the JAG Model*) and understand "why" the model achieves extraordinary results.
- Encourage participation in the National Leadership Awards events and National Student Leadership Academy, an intensive leadership conference for JAG students and staff, held in the District of Columbia in November or December annually.

Additional Services

- Provide access to JAG's Model Books in electronic and/or print.
- Provide access to JAG's marketing tools (*i.e. fact sheets, videos, PSA, PowerPoints, etc.*).
- Provide access to JAG Annual Report, JAG CROSSROADS Newsletter, and JAG Monthly Board Report.
- Encourage participation in JAG Train-the-Trainers workshops for state trainers and site reviewers.

Electronic National Data Management System (e-NDMS)

- Provide access to JAG's National Data Management System, online e-NDMS Tutorial, e-NDMS Help Desk, and training.
- Explain the purpose of e-NDMS—to track students served, services delivered, and results achieved.
- Demonstrate how to prepare national, state, site and school summary reports based upon e-NDMS documentation.
- Conduct Destination Verification Surveys using e-NDMS documentation. Random sampling is used to pull a sample of participants to determine the validity of the data exported to the JAG National Database.

National Leadership Development Opportunities

- Encourage participation in the annual CSA Business Session and Executive Development Workshop for representatives of the Council of State Affiliates. Designed to provide states the opportunity to review issues that are relevant to the continuation and growth of the JAG National Network (*i.e. federal and state legislation, policy and procedures, social trends, workforce trends, etc.*) Revisions in the JAG Model are considered and approved by the Council of State Affiliates. The summer meeting of the Council of State Affiliates meets during the Pre-NTS Workshops.
- Assist in securing funding to expand the program to serve more participants or other categories of at-risk youth. The JAG Model can be adapted for use in serving at-risk youth in the following categories:
 - Senior Program (*Grade 12 plus 12 months of post-graduation follow-up services*)
 - Multi-Year Program (*Grades 9 to 12 plus 12 months of post-graduation follow-up services*)
 - Alternative Education Program (*Grades 9-12*)
 - Middle School Program (*Grades 7 to 8*)
 - Out-of-School Program (*Ages 16 to 21 plus 12 months of post-graduation or GED completion follow-up services*)
 - Early College Success Program (*13th and 14th years in a postsecondary institution*)
- Explain access to JAG's Board of Directors and senior staff to support efforts to secure funding and state support for successful implementation of the statewide program.
- Provide access to work-based learning opportunities with national employers.



TECHNICAL ASSISTANCE SOURCES

NATIONAL HEADQUARTERS

1729 King Street, Suite 100, Alexandria, VA 22314 · Tel. 703.684.9479 · Fax. 703.684.9489

Staff Members	Titles	E-mail Addresses
Kenneth M. Smith Katherine Travis Brittany Brewer	President and Chief Executive Officer Sr. Vice President, Finance and Administration Resource Development Manager Relationship Coordinator, Executive Asst. and Scheduler for President/CEO Ken Smith	ken.smith@jag.org katherine.travis@sp2lc.com Brittany.Brewer@jag.org

National Headquarters—Primary Responsibilities

- | | |
|---|--|
| <ul style="list-style-type: none"> • Advocacy—<i>National and State</i> • Board of Directors—<i>National and State</i> • Branding—<i>National and State</i> • Catapult Strategy • Corporate Partnerships • Consulting—<i>Board, Management, Funding</i> • Government Relations—<i>Federal and State</i> • Grants—<i>Federal, State, Foundations</i> | <ul style="list-style-type: none"> • National Affiliation Agreements • National Hiring Partnerships • Network Development—<i>National and State</i> • New State Development and Growth • Public Relations and Press Releases • Resource Development—<i>National and State</i> • Special Event Planning—<i>National and State</i> • Thought Leader Events |
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NATIONAL CENTER FOR EVIDENCE-BASED PRACTICES

6021 Morriss Road, Suite 111 • Flower Mound, TX 75028 • Tel. 972.691.4486 • Fax. 972.874.0063 • www.jag.org

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National Center—Primary Responsibilities

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| <ul style="list-style-type: none"> • Annual Reports (<i>Development and Distribution</i>) • Council of State Affiliates' Meetings (<i>Fall and Summer</i>) • Crossroads Newsletters (<i>Development and Distribution</i>) • Chief Executive Development (<i>New and Experienced</i>) • Curriculum Development and Distribution • Earmark Grant Management and Development • e-NDMS (<i>Maintenance, Enhancements, and Troubleshooting</i>) • JAG Accreditation Reports (<i>e-NDMS and Site Reviews</i>) • JAG Model Standards and Performance Outcomes • JAG Model Publications (<i>Print, Video, e-Learning</i>) • JAG Program Applications (<i>Middle School, Senior High, Multi-Year, Out-of-School, and Alternative Education</i>) | <ul style="list-style-type: none"> • Management Development and Consulting • Meeting Planning (<i>LA, NSLC, NTS, Pre-NTS, CSA</i>) • National Career Association • National Leadership Awards Events (<i>December</i>) • National Student Leadership Conference (<i>December</i>) • National Training Seminar (<i>July</i>) and Pre-NTS • Network Calendar • Pre- and Post-Test Instrument Design and Distribution • Research Projects and Reports • Staff Development (<i>Specialists, Supervisors, Managers</i>) • Technical Assistance Requests (<i>State and Local</i>) • Vendor Management and Development • Web Site— www.jag.org |
|---|---|

- 7. DISCUSSION and POSSIBLE ACTION: Approve Staff's recommendation to negotiate and amend Lincoln County's PY2011 contract for an additional \$100,000.00, and extend the contract date from October 1, 2012 to June 30, 2013 ~ Ricardo Villalobos**



Youth Scope of Work - Program Year 2011 (Extension through June 30, 2013)

Program Name:	Lincoln County Youth Career Program
Location:	Lincoln County
Program Type: (Please note the funding stream)	WIA Youth Formula
Number Served	25 new + 5 carryover
Accomplishments: (Briefly describe "success story")	2 youth attained adult diplomas, 5 ISY graduated which were credit deficient or lacking a HSPE to graduate. We placed 3 youth in work experiences or job shadows and 1 youth obtained employment. We worked on resume and interview skills, 2 OSY obtained employment in new jobs.
Target Population:	14-21 year olds, in and out of school
Program Description:	The project has identified gaps in academic and career advancement. Our plan is to create exposure to career opportunities. Out of school youth will be aligned for placement in employment through work experiences and on the job training programs, further training or post secondary education to obtain a degree, certificate or diploma according to their career plan developed through the program. YOS will be approached through adult and alternative education, juvenile parole, family social support agencies and local networks. YIS will dominantly be seniors and juniors. Education advancement to achieve higher Lit/Num levels will be attained through addressing visual discrimination processing problems (through targeted training for school district staff), tutoring, and adult and alternative education classes. To identify their education capabilities and weaknesses they will be pre and post tested for Lit/Num levels. Remedial classes will be provided in both math and reading for youth that are deficient. Each youth will establish a career plan including the education required and implement the plan, have individual career alignment, participate in virtual career tours online, and receive needed education counseling. Youth in groups may participate in career days out of the county, job shadowing, leadership activities in community events, and technology education so they can gain an understanding of a career that is interesting and viable for them. Resume development and interviewing skills, customer service training, and financial planning will improve employment attainment. Assistance in finding financial aid will be provided to increase the feasibility of post-secondary education. Working with the high schools, life skills for urban living will coincide with the teaching curriculum so that these rural youth can thrive in new environments for further education and jobs. Field trips to the city will be implemented to help them develop life skills.
Unique & Exemplary Attributes:	Collaborative team within the community working with target youth in Lincoln County. Lincoln County is a close nit community with interlocking reach through the many resources such as community groups and businesses. This provides a support for the program that is strong and quite helpful when it comes to work experiences and jobs shadows. Although there are few careers in Lincoln County, all of the businesses are willing to provide opportunities to the youth in the county and program.
Contact Person & Information:	Jennifer Sabol, Jsabol@lcsdnv.com Or Holly Gatzke, 775-726-3109 gatzkeh@unce.unr.edu

8. DISCUSSION & POSSIBLE ACTION: Approve Staff's Recommendation to allocate funds for the Summer Component/Year-Round Youth Program in an amount not to exceed \$1,000,000.00 ~ Clentine January

Introduction:

The WIA Summer Youth Component will provide the ten (10) program elements established by the Workforce Investment Act of 1998, for the purpose of providing training and work experience for economically disadvantaged youth ages 14-21. The youth that will be served in this program will be youth who have a barrier to employment and who need assistance in preparing them for entry into the workforce.

For the proposed project, youth served through these funds will be eligible youth who are low-income, ages 14-19 and who have at least one of six barriers to employment:

1. School dropout
2. Basic Skills deficient
3. Pregnant or parenting
4. Homeless, Runway, or Foster child
5. Offender
6. An individual who requires additional assistance to complete an educational program, or secure and hold employment; locally defined as...

Background:

The WIA vision for youth is that all youth acquire the necessary skills and work experience to successfully transition into adulthood, careers, and further education and training.

The focal point of the Youth Program is to increase the long-term academic and occupational learning opportunities and provide long-term comprehensive service strategies and to help youth graduate.

This program will be a lead-in to services offered throughout the year (year round program) for the youth served during the summer component.

Request

*workforce*CONNECTIONS staff would like to publish a request in an amount not to exceed \$1,000,000 to serve youth in a WIA summer component that leads to the year round program.

A. Request for Proposals Calendar*

Release RFP	April 27, 2012
SOQs and RFPs available for Pick-up or Download from the Internet	April 27, 2012
Bidder Conference	May 7, 2012 10:00-12:00noon
Proposal Submittal and Statement of Qualification Deadline	May 14, 2012
Proposal and Statement of Qualification Technical Review	May 15 th and 16 th , 2012
Evaluation of Proposals	May 15 th and 16 th , 2012
Recommendations Reviewed	May 16, 2012
wC Youth Council Recommendation	May 22, 2012
wC Board Approval	May 22, 2012
Contract(s) Negotiated and Completed	May 24 th - 30 th , 2012
Training for Funded Partners	May 30, 2012
Contracts Executed/Project Start Date	June 1, 2012

- 9. DISCUSSION and POSSIBLE ACTION: Approve Staff's recommendation based on Evaluator's scoring order of merit to award up to three (3) PY2012 Summer Component/Year-Round Youth Program contracts in an amount not to exceed \$1,000,000.00 ~ Clentine January**

Request for Proposal Respondents
Summer Component/Year Round Youth Programs

	Applicant	Proposed # to serve	Amount Requested	Cost Per Client
1	Latin Chamber of Commerce Community F.	111	\$500,000.00	\$4,505
2	Nevada Partners Inc.	350	\$1,000,000.00	\$2,857
3	Nevada Youth Alliance	120	\$792,000.00	\$6,600
4	NyE Communities Coalition	10	\$62,690.00	\$6,269
5	Rite of Passage, Inc.	300	\$959,882.00	\$3,200
6	Southern Nevada Children First	250	\$995,672.00	\$3,983
7	Urban League	50	\$394,696.00	\$7,894

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Agency Name: Nevada Partners, Inc.


Contract Name/Funding Type: Summer Component / Year Round Youth Program

Budget Period (Dates): June 1, 2012 to June 30, 2013

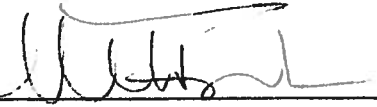
NOTE: THIS PAGE IS LOCKED AND POPULATES BASED ON INFORMATION ENTERED ON THE SECTION TABS TO THE RIGHT OF THIS SHEET.

Cost Type	Budget Summary	WIA Request	Percent of Budget	Matched Resources
Participant Services Costs	A. Participant/Training	\$ 310,600	31.1%	\$ -
	B. Supportive Services	\$ 210,750	21.1%	
Direct Staff Costs	C. Direct Personnel	\$ 230,121	23.0%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 82,065	8.2%	
Direct Overhead Costs	E. Travel	\$ 4,476	0.4%	\$ -
	F. Equipment	\$ -	0.0%	
	G. Consultants/Contracts	\$ 15,000	1.5%	
	H. Other Direct	\$ 13,621	1.4%	
	Total Direct Costs	\$ 866,632	86.7%	
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 78,013	7.8%	\$ -
	J. Other Allocated Indirect Costs	\$ 55,355	5.5%	
	Total Indirect Costs	\$ 133,368	13.3%	
Budget Summary	Total WIA Request	\$1,000,000	100.0%	100.0%
	Total Matched Resources			\$ 727,000
	Percent	57.9%		42%
	TOTAL PROJECT COSTS	\$1,727,000		

Prepared By (Provider):

ROBERT BUTTERFIELD  5/14/12
 Print Name Sign Name Date
 rbutterfield@nevadapartners.org 924-2159
 Email Address Phone Number

Approved By (Provider):

MONICA FORD  5/14/12
 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

Agency Name: Nevada Youth Alliance

Contract Name/Funding Type: Summer Component YR4 Proposal 2

Budget Period (Dates): July 1, 2012 to July 31, 2013

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Cost Type	Budget Summary	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 37,500	5.6%	17.7%	\$ 80,000
	B. Supportive Services	\$ 80,600	12.1%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ -	0.0%	0.0%	\$ 24,000
	D. Fringe Benefits for Direct Personnel	\$ -	0.0%		\$ -
Direct Overhead Costs	E. Travel	\$ 11,000	1.7%	82.3%	\$ -
	F. Equipment	\$ -	0.0%		\$ 22,355
	G. Consultants/Contracts	\$ 497,848	74.7%		\$ -
	H. Other Direct	\$ 39,580	5.9%		\$ -
	Total Direct Costs	\$ 666,528	100.0%		\$ 126,355
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ -	0.0%	0.0%	\$ -
	J. Other Allocated Indirect Costs	\$ -	0.0%		\$ -
	Total Indirect Costs	\$ -	0.0%		\$ -
Budget Summary	Total WIA Request	\$ 666,528	100.0%	100.0%	
	Total Matched Resources				\$ 126,355
	Percent	84.1%			16%
	TOTAL PROJECT COSTS	\$792,883			

Prepared By (Provider):

David B. Osman / [Signature] 4/10/12
 Print Name Sign Name Date

osmand@nevada4youthalliance.org (402) 393 6163
 Email Address Phone Number

Approved By (Provider):

David B. Osman / [Signature] 4/10/12
 Print Name Sign Name Date

Approved By (WC Program):

 Print Name Sign Name Date

Approved By (WC Fiscal):

 Print Name Sign Name Date

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Agency Name: NyE Communities Coalition

Contract Name/Funding Type: Out of School WIA 10

Budget Period (Dates): July 1 2012 - June 30, 2013

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Cost Type	Budget Summary	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 18,000	28.7%	39.1%	\$ -
	B. Supportive Services	\$ 6,500	10.4%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ 19,018	30.3%	36.5%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 3,889	6.2%		\$ -
Direct Overhead Costs	E. Travel	\$ 634	1.0%	18.9%	\$ -
	F. Equipment	\$ -	0.0%		\$ -
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ 11,218	17.9%		\$ -
	Total Direct Costs	\$ 59,258	94.5%		\$ -
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 3,431	5.5%	5.5%	\$ -
	J. Other Allocated Indirect Costs	\$ -	0.0%		\$ -
	Total Indirect Costs	\$ 3,431	5.5%		\$ -
Budget Summary	Total WIA Request	\$ 62,690	100.0%	100.0%	
	Total Matched Resources				\$ -
	Percent	100.0%			
	TOTAL PROJECT COSTS	\$62,690			

Prepared By (Provider):

Stacy Smith Stacy Smith _____
 Print Name Sign Name Date

stacy.smith@nyec.org 72799170 _____
 Email Address Phone Number

Approved By (Provider):

Stacy Smith Stacy Smith _____
 Print Name Sign Name Date

Approved By (WC Program):

 Print Name Sign Name Date

Approved By (WC Fiscal):

 Print Name Sign Name Date

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Agency Name: Rite of Passage, Inc

Contract Name/Funding Type: _____

Budget Period (Dates): June 1, 2012 to May 31, 2013

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	WIA Request	Percent of Budget	Matched Resources
Participant Services Costs	A. Participant/Training	\$ 259,722	27.1%	\$ 14,000
	B. Supportive Services	\$ 51,000	5.3%	
Direct Staff Costs	C. Direct Personnel	\$ 330,000	34.4%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 60,564	6.3%	
Direct Overhead Costs	E. Travel	\$ 18,660	1.9%	\$ 24,240
	F. Equipment	\$ -	0.0%	
	G. Consultants/Contracts	\$ 23,550	2.5%	
	H. Other Direct	\$ 121,620	12.7%	
	Total Direct Costs	\$ 865,116	90.1%	
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 94,766	9.9%	\$ 40,000
	J. Other Allocated Indirect Costs	\$ -	0.0%	
	Total Indirect Costs	\$ 94,766	9.9%	
Budget Summary	Total WIA Request	\$ 959,882	100.0%	100.0%
	Total Matched Resources			\$ 99,740
	Percent	90.6%		9%
	TOTAL PROJECT COSTS	\$1,059,622		

Prepared By (Provider):

CAROLYN JENKINS-BOWER CJ Bower 5/14/12
 Print Name Sign Name Date

cjbower@rop.com (775) 392-2620
 Email Address Phone Number

Approved By (Provider):

CAROLYN JENKINS-BOWER CJ Bower 5/14/12
 Print Name Sign Name Date

Approved By (WC Program):

 Print Name Sign Name Date

Approved By (WC Fiscal):

 Print Name Sign Name Date

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Agency Name: Southern Nevada Children First

Contract Name/Funding Type: WIA Summer Component

Budget Period (Dates): June 2012-July 2013

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Cost Type	Budget Summary	WIA Request	Percent of Budget		Matched Resources
Participant Services Costs	A. Participant/Training	\$ 422,030	42.4%	71.1%	\$ 11,446
	B. Supportive Services	\$ 286,125	28.7%		\$ 526,140
Direct Staff Costs	C. Direct Personnel	\$ 142,250	14.3%	18.1%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 38,408	3.9%		\$ -
Direct Overhead Costs	E. Travel	\$ 9,660	1.0%	3.2%	\$ 1,200
	F. Equipment	\$ 4,800	0.5%		\$ -
	G. Consultants/Contracts	\$ 7,500	0.8%		\$ -
	H. Other Direct	\$ 9,886	1.0%		\$ 5,040
	Total Direct Costs	\$ 920,659	92.5%		\$ 543,826
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 57,150	5.7%	7.5%	\$ 61,250
	J. Other Allocated Indirect Costs	\$ 17,864	1.8%		\$ 40,141
	Total Indirect Costs	\$ 75,014	7.5%		\$ 101,391
Budget Summary	Total WIA Request	\$ 995,672	100.0%	100.0%	
	Total Matched Resources				\$ 645,217
	Percent	60.7%			39%
	TOTAL PROJECT COSTS	\$1,640,889			

Prepared By (Provider):

Janelyn Jovetl *Janelyn Jovetl* 5/14/12
 Print Name Sign Name Date

Howette@childrenfirst-nv.org 702-487-5665
 Email Address Phone Number

Approved By (Provider):

Monique Harris *Monique Harris* 5/14/12
 Print Name Sign Name Date

Approved By (WC Program):

 Print Name Sign Name Date

Approved By (WC Fiscal):

 Print Name Sign Name Date

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Agency Name: LAS VEGAS CLARK COUNTY URBAN LEAGUE - CAA

Contract Name/Funding Type:

Budget Period (Dates): JUNE 1, 2012 THRU JUNE 30, 2013

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Cost Type	Budget Summary	WIA Request	Percent of Budget	Matched Resources
Participant Services Costs	A. Participant/Training	\$ 36,875	9.3%	\$ -
	B. Supportive Services	\$ 1,000	0.3%	
Direct Staff Costs	C. Direct Personnel	\$ 212,583	53.9%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 39,277	10.0%	
Direct Overhead Costs	E. Travel	\$ 8,858	2.2%	\$ -
	F. Equipment	\$ 5,000	1.3%	
	G. Consultants/Contracts	\$ 25,000	6.3%	
	H. Other Direct	\$ 46,000	11.7%	
	Total Direct Costs	\$ 374,593	94.9%	
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 20,104	5.1%	\$ -
	J. Other Allocated Indirect Costs	\$ -	0.0%	
	Total Indirect Costs	\$ 20,104	5.1%	
Budget Summary	Total WIA Request	\$ 394,696	100.0%	100.0%
	Total Matched Resources			\$ -
	Percent	100.0%		
	TOTAL PROJECT COSTS	\$394,696		

Prepared By (Provider):

Inn Barron (Signature) 5/14/12 (Date)
 Print Name Sign Name Date

abarron@lcul.org (Email Address) 473-5000 x 446 (Phone Number)

Approved By (Provider):

Phyllis Tucker (Signature) 5/14/12 (Date)
 Print Name Sign Name Date

Approved By (WC Program):

Print Name Sign Name Date

Approved By (WC Fiscal):

Print Name Sign Name Date

- 10. DISCUSSION and POSSIBLE ACTION: Approve Staff's recommendation based on Evaluators scoring order of merit to award up to four (4) PY2012 Out-of-School Youth Program contracts in an amount not to exceed \$2,000,000.00 ~ Clentine January**

**Request for Proposal Respondents
PY 2012 Out-of-School Youth Programs**

	Applicant	Proposed # to serve	Amount Requested	Cost Per
1	Goodwill Industries	100	\$528,000	\$5,280
2	GNJ	300	\$747,947	\$2,493
3	Help of Southern Nevada	340	\$857,581	\$2,522
*4	Latin Chamber	100	\$750,000	\$4,777
5	Lied Discovery Children's Museum	436	\$1,598,533	\$3,666
6	Nevada Partners Inc.	350	\$815,000	\$2,329
7	NyE Communities Coalition	21	\$81,268	\$3,870
8	Olive Crest	150	\$500,225	\$3,335
9	Southern Nevada Children's First	200	\$872,524	\$4,363
10	Southern Nevada Regional Housing Authority	250	\$574,820	\$2,299

*Note : \$750,000/100 = \$7,500 Cost Per

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Agency Name: Goodwill Industries of Southern Nevada, Inc

Contract Name/Funding Type: WIA Youth

Budget Period (Dates): July 1, 2012 - June 30, 2013

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Cost Type	Budget Summary	WIA Request	Percent of Budget		Matched Resources
Participant Services Costs	A. Participant/Training	\$ 273,220	51.7%	57.8%	\$ 52,000
	B. Supportive Services	\$ 31,975	6.1%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ 144,612	27.4%	30.5%	\$ 94,361
	D. Fringe Benefits for Direct Personnel	\$ 16,683	3.2%		\$ 11,323
Direct Overhead Costs	E. Travel	\$ 8,490	1.6%	3.3%	\$ 4,500
	F. Equipment	\$ -	0.0%		\$ 20,000
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ 9,153	1.7%		\$ 65,000
	Total Direct Costs	\$ 484,132	91.7%		\$ 247,185
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 43,868	8.3%	8.3%	\$ 36,200
	J. Other Allocated Indirect Costs	\$ -	0.0%		\$ 125,000
	Total Indirect Costs	\$ 43,868	8.3%		\$ 161,200
Budget Summary	Total WIA Request	\$ 528,000	100.0%	100.0%	
	Total Matched Resources				\$ 408,385
	Percent	56.4%			44%
	TOTAL PROJECT COSTS		\$936,385		

Prepared By (Provider):

Sherry Ramsey Sherry Ramsey 702-214-2030 4/30/2012
 Print Name Sign Name Phone Number Date

sherryr@sngoodwill.org 702-214-2030
 Email Address Phone Number

Approved By (Provider):

Sherry Ramsey Sherry Ramsey 4/30/2012
 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

Agency Name: GNJ Family Life Center

Contract Name/Funding Type: Out of School Youth

Budget Period (Dates): 07/01/12 - 06/30/13

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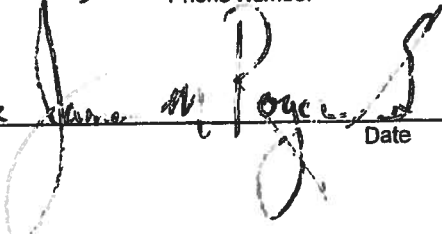
Cost Type	Budget Summary	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 271,400	36.3%	58.7%	\$ -
	B. Supportive Services	\$ 168,000	22.5%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ 215,660	28.8%	31.7%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 21,280	2.8%		\$ -
Direct Overhead Costs	E. Travel	\$ 5,100	0.7%	2.0%	\$ -
	F. Equipment	\$ 2,400	0.3%		\$ -
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ 7,400	1.0%		\$ -
	Total Direct Costs	\$ 691,240	92.4%		\$ -
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 24,598	3.3%	7.6%	\$ -
	J. Other Allocated Indirect Costs	\$ 32,109	4.3%		\$ -
	Total Indirect Costs	\$ 56,707	7.6%		\$ -
Budget Summary	Total WIA Request	\$ 747,947	100.0%	100.0%	
	Total Matched Resources				\$ -
	Percent	100.0%			
	TOTAL PROJECT COSTS			\$747,947	

Prepared By (Provider):

David Lundeen  4/27/12
 Print Name Sign Name Date

dlundeen@gnjinc.org 702-648-1407
 Email Address Phone Number

Approved By (Provider):

James M. Rogers, Sr  4/27/12
 Print Name Sign Name Date

Approved By (WC Program):

 Print Name Sign Name Date

Approved By (WC Fiscal):

 Print Name Sign Name Date

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Agency Name: HELP of Southern Nevada

Contract Name/Funding Type: WIA Out-of-School

Budget Period (Dates): 7/1/12 - 6/30/13

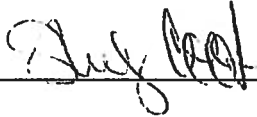
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Cost Type	Budget Summary	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 379,000	44.2%	56.7%	\$ 27,520
	B. Supportive Services	\$ 106,850	12.5%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ 213,341	24.9%	31.3%	\$ 10,875
	D. Fringe Benefits for Direct Personnel	\$ 55,353	6.5%		\$ 2,392
Direct Overhead Costs	E. Travel	\$ 7,160	0.8%	2.9%	\$ -
	F. Equipment	\$ -	0.0%		\$ -
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ 17,708	2.1%		\$ 24,480
	Total Direct Costs	\$ 779,411	90.9%		\$ 65,267
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 13,464	1.6%	9.1%	\$ -
	J. Other Allocated Indirect Costs	\$ 64,706	7.5%		\$ -
	Total Indirect Costs	\$ 78,170	9.1%		\$ -
Budget Summary	Total WIA Request	\$ 857,581	100.0%	100.0%	
	Total Matched Resources				\$ 65,267
	Percent	92.9%			7%
	TOTAL PROJECT COSTS	\$922,848			

Prepared By (Provider):

Shelly Cook

Print Name Sign Name



4-30-12

Date

scook@helpsonv.org

Email Address

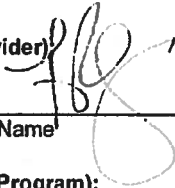
(702) 369-4357 x1248

Phone Number

Approved By (Provider)

Fuilala Riley

Print Name Sign Name



4/30/12

Date

Approved By (WC Program):

Print Name Sign Name

Date

Approved By (WC Fiscal):

Print Name Sign Name

Date

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Agency Name: Latin Chamber of Commerce Community Foundation
 Contract Name/Funding Type: WIA Out of School Youth
 Budget Period (Dates): July 1, 2012 - June 30, 2014

Cost Type	Budget Summary	WIA Request	Percent of Budget		Matched Resources		
Participant Services Costs	A. Participant/Training	\$ 387,866	51.7%	55.7%	\$ -		
	B. Supportive Services	\$ 29,800	4.0%		\$ -		
Direct Staff Costs	C. Direct Personnel	\$ 147,500	19.7%	24.6%	\$ -		
	D. Fringe Benefits for Direct Personnel	\$ 36,875	4.9%		\$ -		
Overhead Costs	E. Travel	\$ 5,000	0.7%	19.7%	\$ -		
	F. Equipment	\$ 2,300	0.3%		\$ -		
	G. Consultants/Contracts	\$ -	0.0%		\$ -		
	H. Other Direct	\$ 15,785	2.1%		\$ -		
	Total Direct Costs	\$ 625,126	83.4%		\$ -		
	I. Allocated Indirect Personnel	\$ 96,625	12.9%		\$ -		
	J. Other Allocated Indirect Costs	\$ 28,250	3.8%		\$ -		
	Total Indirect Costs	\$ 124,875	16.6%		\$ -		
	Budget Summary	Total WIA Request	\$ 750,000		100.0%		\$ -
		Total Matched Resources					\$ -
Percent			100%				
TOTAL PROJECT COSTS					\$750,000		

Prepared By (Provider):

 Print Name Sign Name Date

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

Agency Name: Lied Discovery Children's Museum


Contract Name/Funding Type: Out-of-School Year Round Youth Proposal

Budget Period (Dates): 7/1/12-6/30/13

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	WIA Request	Percent of Budget	Matched Resources
Participant Services Costs	A. Participant/Training	\$ 39,382	2.5%	\$ -
	B. Supportive Services	\$ -	0.0%	\$ -
Direct Staff Costs	C. Direct Personnel	\$ 973,763	60.9%	\$ 25,476
	D. Fringe Benefits for Direct Personnel	\$ 167,064	10.5%	\$ 6,369
Direct Overhead Costs	E. Travel	\$ -	0.0%	\$ -
	F. Equipment	\$ 39,500	2.5%	\$ -
	G. Consultants/Contracts	\$ 6,224	0.4%	\$ -
	H. Other Direct	\$ 30,600	1.9%	\$ -
	Total Direct Costs	\$ 1,256,533	78.6%	\$ 31,845
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ -	0.0%	\$ 7,650
	J. Other Allocated Indirect Costs	\$ 342,000	21.4%	\$ -
	Total Indirect Costs	\$ 342,000	21.4%	\$ 7,650
Budget Summary	Total WIA Request	\$ 1,598,533	100.0%	100.0%
	Total Matched Resources			\$ 39,495
	Percent	97.6%		2%
	TOTAL PROJECT COSTS	\$1,638,028		

Prepared By (Provider):

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Approved By (Provider):

Linda Quinn  CEO 4/30/12
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Approved By (WC Program):

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Approved By (WC Fiscal):

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workforceCONNECTIONS Budget Template

Agency Name: Nevada Partners, Inc.

Contract Name/Funding Type: WIA Youth Out-of-School

Budget Period (Dates): July 1, 2012 to June 30, 2013

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	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 153,900	18.9%	43.5%	\$ -
	B. Supportive Services	\$ 200,400	24.6%		\$ 297,730
Direct Staff Costs	C. Direct Personnel	\$ 226,151	27.7%	37.6%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 79,938	9.8%		\$ -
Direct Overhead Costs	E. Travel	\$ 3,983	0.5%	3.0%	\$ -
	F. Equipment	\$ -	0.0%		\$ -
	G. Consultants/Contracts	\$ 4,755	0.6%		\$ -
	H. Other Direct	\$ 15,876	1.9%		\$ -
	Total Direct Costs	\$ 685,002	84.0%		\$ 297,730
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 76,042	9.3%	16.0%	\$ -
	J. Other Allocated Indirect Costs	\$ 53,956	6.6%		\$ -
	Total Indirect Costs	\$ 129,998	16.0%		\$ -
Budget Summary	Total WIA Request	\$ 815,000	100.0%	100.0%	
	Total Matched Resources				\$ 297,730
	Percent	73.2%			27%
	TOTAL PROJECT COSTS	\$1,112,730			

Prepared By (Provider):

ROBERT BURTONFIELD *Robert Burtonfield* 4/30/12
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Approved By (Provider):

Dr. Jeffrey Tate *Jeffrey Tate* 4/30/12
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Approved By (WC Program):

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Approved By (WC Fiscal):

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workforceCONNECTIONS Budget Template

Agency Name: NyE Communities Coalition

Contract Name/Funding Type: Out of School WIA 21

Budget Period (Dates): July 1 2012 - June 30, 2013

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	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 22,854	28.1%	36.4%	\$ -
	B. Supportive Services	\$ 6,750	8.3%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ 22,399	27.6%	34.6%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 5,703	7.0%		\$ -
Direct Overhead Costs	E. Travel	\$ 3,377	4.2%	19.5%	\$ -
	F. Equipment	\$ -	0.0%		\$ -
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ 12,466	15.3%		\$ -
	Total Direct Costs	\$ 73,548	90.5%		\$ -
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 7,721	9.5%	9.5%	\$ -
	J. Other Allocated Indirect Costs	\$ -	0.0%		\$ -
	Total Indirect Costs	\$ 7,721	9.5%		\$ -
Budget Summary	Total WIA Request	\$ 81,268	100.0%	100.0%	
	Total Matched Resources				\$ -
	Percent	100.0%			
	TOTAL PROJECT COSTS		\$81,268		

Prepared By (Provider):

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Approved By (Provider):

Stacy Smith Stacy Smith 4/30/12
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Approved By (WC Program):

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Approved By (WC Fiscal):

 Print Name Sign Name Date

workforceCONNECTIONS Budget Template

Agency Name: Olive Crest
 Contract Name/Funding Type: Project Independence/Out of School Youth
 Budget Period (Dates): July 1, 2012-June 30, 2012

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	WIA Request	Percent of Budget	Matched Resources
Participant Services Costs	A Participant/Training	\$ 106,200	21.2%	\$ 6,000
	B Supportive Services	\$ 68,200	13.6%	
Direct Staff Costs	C Direct Personnel	\$ 204,308	40.8%	\$ 20,000
	D. Fringe Benefits for Direct Personnel	\$ 34,154	6.8%	
Direct Overhead Costs	E Travel	\$ 10,350	2.1%	\$ -
	F Equipment	\$ 3,600	0.7%	
	G. Consultants/Contracts	\$ -	0.0%	
	H Other Direct	\$ 5,940	1.2%	
	Total Direct Costs	\$ 432,752	86.5%	
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 30,880	6.2%	\$ -
	J. Other Allocated Indirect Costs	\$ 36,593	7.3%	
	Total Indirect Costs	\$ 67,473	13.5%	
Budget Summary	Total WIA Request	\$ 500,225	100.0%	100.0%
	Total Matched Resources			\$ 53,100
	Percent	90.4%		10%
	TOTAL PROJECT COSTS	\$553,325		

Prepared By (Provider):

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Approved By (Provider):

Doug Coombs [Signature] 4-30-12
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Approved By (WC Program):

Print Name Sign Name Date

Approved By (WC Fiscal):

Print Name Sign Name Date

workforceCONNECTIONS Budget Template

Agency Name: Southern Nevada Children First _____

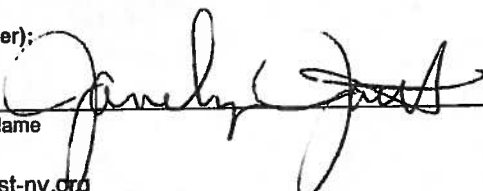
Contract Name/Funding Type: Workforce Connection _____

Budget Period (Dates): July 2012-June 2013 _____

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	WIA Request	Percent of Budget	Matched Resources
Participant Services Costs	A. Participant/Training	\$ 374,390	42.9%	\$ 11,446
	B. Supportive Services	\$ 268,200	30.7%	
Direct Staff Costs	C. Direct Personnel	\$ 135,000	15.5%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 22,950	2.6%	
Direct Overhead Costs	E. Travel	\$ 4,800	0.6%	\$ 1,200
	F. Equipment	\$ -	0.0%	
	G. Consultants/Contracts	\$ -	0.0%	
	H. Other Direct	\$ 3,100	0.4%	
	Total Direct Costs	\$ 808,440	92.7%	
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 44,314	5.1%	\$ 146,000
	J. Other Allocated Indirect Costs	\$ 19,771	2.3%	
	Total Indirect Costs	\$ 64,084	7.3%	
Budget Summary	Total WIA Request	\$ 872,524	100.0%	100.0%
	Total Matched Resources			\$ 729,967
	Percent	54.4%		46%
	TOTAL PROJECT COSTS	\$1,602,491		

Prepared By (Provider):

 Janelyn Jouett  4/27/2012
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 jjouett@childrenfirst-nv.org _____
 Email Address Phone Number (702)487-5665

Approved By (Provider):

 Monique Harris  4/27/2012
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Approved By (WC Program):

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Approved By (WC Fiscal):

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workforceCONNECTIONS Budget Template

Agency Name: Southern Nevada Regional Housing Authority

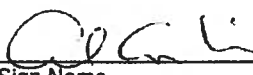
Contract Name/Funding Type: Out-of-School Youth

Budget Period (Dates): July 1, 2012 - June 30, 2013

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	WIA Request	Percent of Budget		Matched Resources
Participant Services Costs	A. Participant/Training	\$ 257,500	44.8%	58.7%	\$ 50,000
	B. Supportive Services	\$ 80,150	13.9%		\$ 20,000
Direct Staff Costs	C. Direct Personnel	\$ 166,500	29.0%	34.8%	\$ 50,000
	D. Fringe Benefits for Direct Personnel	\$ 33,300	5.8%		\$ 10,000
Direct Overhead Costs	E. Travel	\$ 2,220	0.4%	3.2%	\$ -
	F. Equipment	\$ 8,150	1.4%		\$ 35,000
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ 7,800	1.4%		\$ 10,000
	Total Direct Costs	\$ 555,620	96.7%		\$ 175,000
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 4,800	0.8%	3.3%	\$ 30,000
	J. Other Allocated Indirect Costs	\$ 14,400	2.5%		\$ -
	Total Indirect Costs	\$ 19,200	3.3%		\$ 30,000
Budget Summary	Total WIA Request	\$ 574,820	100.0%	100.0%	
	Total Matched Resources				\$ 205,000
	Percent	73.7%			26%
	TOTAL PROJECT COSTS	\$779,820			

Prepared By (Provider):

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Approved By (Provider):

John N. Hill  4/27/12
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Approved By (WC Program):

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Approved By (WC Fiscal):

Print Name Sign Name Date

- 11. DISCUSSION and POSSIBLE ACTION: Approve Staff's recommendation based on Evaluator's scoring order of merit to award up to four (4) PY2012 In-School Youth Program contracts in an amount not to exceed \$1,700,000.00 ~ Kimberly Colagioia**

Request for Proposal Respondents
PY 2012 In-School Youth Programs

	Applicant	Proposed # to serve	Amount Requested	Cost Per
1	Help of Southern Nevada	600	\$1,653,791	\$2,756
2	Lied Discovery Children's Museum	125	\$458,669	\$3,669
*3	Nevada Partners Inc.	300	\$815,000	\$2,329
4	NyE Communities Coalition	49	\$189,626	\$3,870
5	Southern Nevada Regional Housing Authority	350	\$738,593	\$2,110

*Note : $\$815,000/300 = \$2,717$ Cost Per

workforceCONNECTIONS Budget Template

Agency Name: HELP of Southern Nevada

Contract Name/Funding Type: WIA In-School

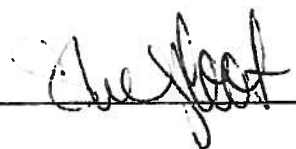
Budget Period (Dates): 7/1/12 - 6/30/13

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	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 526,100	31.8%	48.5%	\$ -
	B. Supportive Services	\$ 275,875	16.7%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ 626,085	37.9%	48.7%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 179,879	10.9%		\$ -
Direct Overhead Costs	E. Travel	\$ 5,178	0.3%	1.5%	\$ -
	F. Equipment	\$ 1,800	0.1%		\$ -
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ 17,386	1.1%		\$ 60,000
	Total Direct Costs	\$ 1,632,303	98.7%		\$ 60,000
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 20,197	1.2%	1.3%	\$ -
	J. Other Allocated Indirect Costs	\$ 1,291	0.1%		\$ -
	Total Indirect Costs	\$ 21,488	1.3%		\$ -
Budget Summary	Total WIA Request	#####	100.0%	100.0%	
	Total Matched Resources				\$ 60,000
	Percent	96.5%			4%
	TOTAL PROJECT COSTS	\$1,713,791			

Prepared By (Provider):

Shelly Cook
 Print Name Sign Name



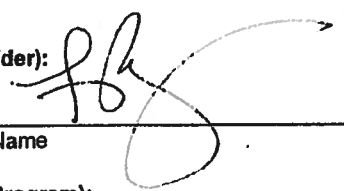
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scook@helpsonv.org
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 Phone Number

Approved By (Provider):

Fullala Riley
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4/30/12
 Date

Approved By (WC Program):

Print Name Sign Name

Date

Approved By (WC Fiscal):

Print Name Sign Name

Date

workforceCONNECTIONS Budget Template

Agency Name: Lied Discovery Children's Museum

Contract Name/Funding Type: In-School Year Round Youth Proposal

Budget Period (Dates): 7/1/12-6/30/13

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

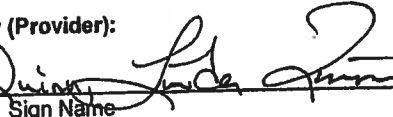
Cost Type	Budget Summary	WIA Request	Percent of Budget		Matched Resources
Participant Services Costs	A. Participant/Training	\$ 7,476	1.6%	2.0%	\$ -
	B. Supportive Services	\$ 1,600	0.3%		\$ -
Direct Staff Costs	C. Direct Personnel	\$ 299,080	65.2%	76.0%	\$ 8,400
	D. Fringe Benefits for Direct Personnel	\$ 49,562	10.8%		\$ 2,100
Direct Overhead Costs	E. Travel	\$ -	0.0%	0.0%	\$ -
	F. Equipment	\$ -	0.0%		\$ -
	G. Consultants/Contracts	\$ -	0.0%		\$ -
	H. Other Direct	\$ -	0.0%		\$ -
	Total Direct Costs	\$ 357,719	78.0%		\$ 10,500
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 15,450	3.4%	22.0%	\$ 7,650
	J. Other Allocated Indirect Costs	\$ 85,500	18.6%		\$ -
	Total Indirect Costs	\$ 100,950	22.0%		\$ 7,650
Budget Summary	Total WIA Request	\$ 458,669	100.0%	100.0%	
	Total Matched Resources				\$ 18,150
	Percent	96.2%			4%
	TOTAL PROJECT COSTS	\$476,819			

Prepared By (Provider):

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Linda Quinn  4/30/12
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Approved By (WC Program):

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Approved By (WC Fiscal):

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workforceCONNECTIONS Budget Template

Agency Name: Nevada Partners, Inc.

Contract Name/Funding Type: WIA Youth In School

Budget Period (Dates): July 1, 2012 to June 30, 2013

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	WIA Request	Percent of Budget		Matched Resources
Participant Services Costs	A. Participant/Training	\$ 204,175	25.1%	46.1%	\$ -
	B. Supportive Services	\$ 171,625	21.1%		\$ 920,939
Direct Staff Costs	C. Direct Personnel	\$ 214,243	26.3%	35.6%	\$ -
	D. Fringe Benefits for Direct Personnel	\$ 75,989	9.3%		\$ -
Direct Overhead Costs	E. Travel	\$ 4,191	0.5%	3.2%	\$ -
	F. Equipment	\$ -	0.0%		\$ -
	G. Consultants/Contracts	\$ 4,755	0.6%		\$ -
	H. Other Direct	\$ 16,870	2.1%		\$ -
	Total Direct Costs	\$ 691,848	84.9%		\$ 920,939
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 72,038	8.8%	15.1%	\$ -
	J. Other Allocated Indirect Costs	\$ 51,115	6.3%		\$ -
	Total Indirect Costs	\$ 123,152	15.1%		\$ -
Budget Summary	Total WIA Request	\$ 815,000	100.0%	100.0%	
	Total Matched Resources				\$ 920,939
	Percent	46.9%			53%
	TOTAL PROJECT COSTS	\$1,735,939			

Prepared By (Provider):

ROBERT BUTTERFIELD *Robert Butterfield* 8/30/12
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 Email Address Phone Number

Approved By (Provider):

Dr. Tiffany Tyler *Tiffany Tyler* 8/30/12
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Approved By (WC Program):

 Print Name Sign Name Date

Approved By (WC Fiscal):

 Print Name Sign Name Date

workforceCONNECTIONS Budget Template

Agency Name: NyE Communities Coalition
 Contract Name/Funding Type: In School WIA 49
 Budget Period (Dates): July 1 2012 - June 30, 2013

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	WIA Request	Percent of Budget	Matched Resources
Participant Services Costs	A. Participant/Training	\$ 53,326	28.1%	\$ 14,000
	B. Supportive Services	\$ 15,750	8.3%	\$ 2,300
Direct Staff Costs	C. Direct Personnel	\$ 52,263	27.6%	\$ 12,000
	D. Fringe Benefits for Direct Personnel	\$ 13,306	7.0%	\$ -
Direct Overhead Costs	E. Travel	\$ 7,879	4.2%	\$ -
	F. Equipment	\$ -	0.0%	\$ -
	G. Consultants/Contracts	\$ -	0.0%	\$ -
	H. Other Direct	\$ 29,086	15.3%	\$ 9,600
	Total Direct Costs	\$ 171,611	90.5%	\$ 37,900
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 18,015	9.5%	\$ 4,992
	J. Other Allocated Indirect Costs	\$ -	0.0%	\$ -
	Total Indirect Costs	\$ 18,015	9.5%	\$ 4,992
Budget Summary	Total WIA Request	\$ 189,626	100.0%	100.0%
	Total Matched Resources			\$ 42,892
	Percent	81.6%		18%
	TOTAL PROJECT COSTS	\$232,518		

Prepared By (Provider):

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Stacy@nyece.org 775 727 9970
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Approved By (Provider):

Stacy Smith Stacy Smith 4/30/12
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Approved By (WC Program):

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Approved By (WC Fiscal):

 Print Name Sign Name Date

workforceCONNECTIONS Budget Template

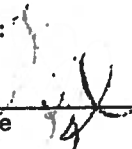
Agency Name: Southern Nevada Regional Housing Authority

Contract Name/Funding Type: Youth ~~W~~ School

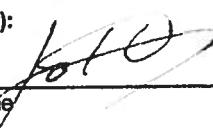
Budget Period (Dates): July 1, 2012 - June 30, 2013

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Cost Type	Budget Summary	WIA Request	Percent of Budget	Matched Resources	
Participant Services Costs	A. Participant/Training	\$ 197,500	26.7%	35.6%	\$ 50,000
	B. Supportive Services	\$ 65,400	8.9%		\$ 24,000
Direct Staff Costs	C. Direct Personnel	\$ 60,500	8.2%	9.8%	\$ 104,200
	D. Fringe Benefits for Direct Personnel	\$ 12,100	1.6%		\$ 14,000
Direct Overhead Costs	E. Travel	\$ 1,943	0.3%	52.6%	\$ -
	F. Equipment	\$ 5,350	0.7%		\$ 50,000
	G. Consultants/Contracts	\$ 376,000	50.9%		\$ -
	H. Other Direct	\$ 5,400	0.7%		\$ 10,000
	Total Direct Costs	\$ 724,193	98.1%		\$ 252,200
Indirect Overhead Costs	I. Allocated Indirect Personnel	\$ 4,800	0.6%	1.9%	\$ 30,000
	J. Other Allocated Indirect Costs	\$ 9,600	1.3%		\$ -
	Total Indirect Costs	\$ 14,400	1.9%		\$ 30,000
Budget Summary	Total WIA Request	\$ 738,593	100.0%	100.0%	
	Total Matched Resources				\$ 282,200
	Percent	72.4%			28%
	TOTAL PROJECT COSTS	\$1,020,793			

Prepared By (Provider): Stacey Bostwick  1/30/12
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Approved By (Provider): John N. Hill  4/30/12
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Approved By (WC Program): _____
 Print Name Sign Name Date

Approved By (WC Fiscal): _____
 Print Name Sign Name Date

- 12. DISCUSSION and POSSIBLE ACTION: Approve Staff's recommendation to negotiate and execute a \$300,000.00 contract with Youth Advocate Program to conduct a youth re-entry program to deliver employment and training services for the period July 1, 2012 through June 30, 2013 as a result of the competitive procurement process.**

Introduction

Many of the services that are made available to the community are largely in part to the funding that workforceCONNECTIONS (wC) receives through the Department of Labor (DOL), which are designated for employment and training activities.

Secretary of Labor Hilda L. Solis was quoted as saying the following at the most recent Federal Reentry Council Meeting that was held on May 10, 2012,

“The Department of Labor (DOL) is committed to ensuring that all Americans have access to the help they need in getting the necessary skills to move forward along a sustainable career pathway. That means promoting programs to specifically address the needs of those with traditional barriers to employment, but it also means making sure that the workforce system is able to offer proper guidance regardless of where and who people are looking for employment help.”

During this meeting, the 20 federal agencies who make up this council, including the DOL, discussed ways to continue to educate their networks on a new Equal Employment Opportunity Commission (EEOC) guidance. (See attachment)

Background

On February 28, 2012, the workforceCONNECTIONS Board approved the publishing of the Re-Entry Adult and Youth Model Programs RFP. Subsequently, the staff published the RFP on March 13, 2012. 30 people attended the Bidders' Conference, 6 submitted Notifications of Intent to Apply, and 6 respondents were reviewed for the consideration of funding – 4 for adult services and 2 for youth services. For the youth re-entry services, wC is recommending one (1) respondent for funding. Additionally, the successful respondent will acquire the approximate thirty-four (34) participants who are currently being served.

Conclusion

Finally, the successful respondent will receive \$300,000 to provide services to 75 new enrollments and the 34 existing enrollments. The total youth re-entry enrollment will not be less than 109.

(Note: An above average cost per participant is anticipated due to these individuals having special needs because they are hard-to-serve.)

Staff's Recommendation: Youth Advocate Programs, Inc. (YAP)

It is important to note a few facts and aspects regarding the provision of re-entry services to our local area. First, it was the expressed desired of the Board to have re-entry services delivered by a funded partner within the community. Second, the Board desired evaluations independent of workforceCONNECTIONS staff.. Finally, the LEOs were clear in their concern that workforceCONNECTIONS would not apply for the funding to continue to run "in-house" programs.

Therefore, in addition to conducting the RFP process according to the Federal, State and local procurement regulations and guidelines, workforceCONNECTIONS performed added tasks related to making sure the evaluators were qualified to make appropriate proposal assessments. This process included opinions and evaluations of individuals with professional backgrounds working with youth and/or youth with criminally-charged backgrounds, such as probation officers. (Bios were previously provided.)

The outcome (reviews and scores) of the evaluators activities resulted with workforceCONNECTIONS' staff's recommendation of Youth Advocate Programs, Inc.

workforceCONNECTIONS staff would also like to note:

- Youth Advocate Programs' (YAP) ***sole purpose*** is to keep high risk individuals out of prison.
- YAP is 37 years old, serving 18 states
- YAP has been a partner with Clark County Department of Juvenile Probation for 5 years, receiving Department of Justice funds for 3 years

Re-Entry Youth Model Program RFP PY2012

Staff Recommendation

On February 28, 2012, the workforceCONNECTIONS (wC) Board approved the staff to publish an RFP to solicit workforce development services for re-entry adults and youth who had experienced incarceration. This action allowed wC to proceed in its plan to move the “in-house” re-entry programs into the community.

In the final procurement process, two (2) youth proposals made the point for consideration. Upon the completion of independent evaluations, wC’s staff is presenting the following for consideration of funding.

<i>Respondent</i>	<i>Proposed Award</i>	<i># to be Served (no less than</i>
YOUTH: Youth Advocate Program	\$300,000	109 (includes existing enrollments)
<i>Total Funding</i>	\$300,000	109 (includes existing enrollments)

Therefore, wC staff is requesting the Youth Council to approve staff’s recommendation, which will be carried to the May 22, 2012 Board Meeting for consideration and final approval. Upon the approval of the award, wC will proceed with negotiations that will lead to the establishment of a contract that will be effective July 1, 2012 through June 30, 2013.

Comprehensive Point Summary
Youth Re-Entry

Applicant	Evaluator #4	Evaluator #5	Total Score	Proposed Number to Serve	Amount Recommended
Youth Advocate Programs	88.2	90.3	178.50	75	\$300,000.00
Nevada Partners, Inc.	74.9	89.1	164.00		



PRESS RELEASE
4-25-12

EEOC Issues Enforcement Guidance

Commission Updates Guidance on Employer Use of Arrest and Conviction Records

WASHINGTON — The U.S. Equal Employment Opportunity Commission (EEOC) today issued an updated [Enforcement Guidance on employer use of arrest and conviction records in employment decisions under Title VII of the Civil Rights Act of 1964](#), as amended (Title VII). The Commission today voted 4-1 to approve the guidance document. The Commission also issued a [Question-and-Answer \(Q&A\) document](#) about the guidance. The Enforcement Guidance and Q&A document will be available on the EEOC's website at www.eeoc.gov.

"When the Commission met publicly to discuss this subject in July, 2011, I said that I hoped the meeting would help to inform the Commission's consideration of revisions to existing EEOC guidance. We had excellent testimony from two public meetings and hundreds of written comments submitted by a diverse group of commenters to inform our deliberations concerning the new guidance," said EEOC Chair Jacqueline A. Berrien. Chair Berrien added, "The new guidance clarifies and updates the EEOC's longstanding policy concerning the use of arrest and conviction records in employment, which will assist job seekers, employees, employers, and many other agency stakeholders."

While Title VII does not prohibit an employer from requiring applicants or employees to provide information about arrests, convictions or incarceration, it is unlawful to discriminate in employment based on race, color, national origin, religion, or sex. The guidance builds on longstanding guidance documents that the EEOC issued over twenty years ago. The Commission originally issued three separate policy documents in February and July 1987 under Chair Clarence Thomas and in September 1990 under Chair Evan Kemp explaining when the use of arrest and conviction records in employment decisions may violate Title VII. The Commission also held public meetings on the subject in 2008 and 2011. The Enforcement Guidance issued today is predicated on, and supported by, federal court precedent concerning the application of Title VII to employers' consideration of a job applicant or employee's criminal history and incorporates judicial decisions issued since passage of the Civil Rights Act of 1964. The guidance also updates relevant data, consolidates previous EEOC policy statements on this issue into a single document and illustrates how Title VII applies to various scenarios that an employer might encounter when considering the arrest or conviction history of a current or prospective employee. Among other topics, the guidance discusses:

- How an employer's use of an individual's criminal history in making employment decisions could violate the prohibition against employment discrimination under Title VII;
- Federal court decisions analyzing Title VII as applied to criminal record exclusions;
- The differences between the treatment of arrest records and conviction records;
- The applicability of disparate treatment and disparate impact analysis under Title VII;
- Compliance with other federal laws and/or regulations that restrict and/or prohibit the employment of individuals with certain criminal records; and
- Best practices for employers.

The materials for the public meetings held on the use of arrest and conviction records, including testimony and transcripts, are available at <http://eeoc.gov/eeocmeetings/index.cfm>.

The EEOC enforces federal laws prohibiting employment discrimination. Further information about the EEOC is available on its web site at www.eeoc.gov.

13. DISCUSSION and POSSIBLE ACTION: Approve Workforce Connections' Two Year Strategic Compliance Plan for the Period July 1, 2012 – June 30, 2014

WORKFORCE CONNECTIONS

WORKFORCE INVESTMENT ACT

TWO-YEAR STRATEGIC COMPLIANCE PLAN

for

Southern Nevada Workforce Investment Area

FOR THE PERIOD: July 1, 2012 through June 30, 2014

**Workforce Connections
7251 West Lake Mead Blvd., Suite 200
Las Vegas, Nevada 89128
(702) 638-8750/Fax (702) 638-8774**

- I. Outline of the Southern Nevada Workforce Investment Area Two-Year Plan:**
 - A. Executive Summary**
 - B. Public Comments Process**
 - C. General Plan Information**
 - 1. Goals and Objectives
 - a. Workforce Connections Mission Statement
 - b. Workforce Investment System Philosophy
 - c. Objectives Attainment
 - 2. Authentication and Plan Approval
 - D. Assurances and Certifications**
 - E. Document List**
 - F. Board Members**
 - 1. Role and Responsibilities
 - 2. Board Coordination with State Workforce Investment Board
 - G. Workforce Connections Plans**
 - 1. Improved Quality to Meet the Needs of Employers and Jobseekers
 - 2. Workforce Connections Two-Year Plan—Enhance Productivity
 - 3. Increase Employment Retention and Profits of Employers
 - 4. Reduce Welfare Dependency and Increase Self-Sufficiency
 - 5. Increase Occupational Skill Attainment
 - 6. Increase Employment Retention and Earnings of Employees
 - H. Workforce Connections Youth Council**
 - 1. Workforce Connections —Public Agency in the State of Nevada—
NRS 82.011 and NRS 277.180
 - 2. Process to Identify and Select Workforce Connections Board Members
 - 3. Workforce Connections Roles and Responsibilities
 - 4. Workforce Connections Interaction with State Workforce Investment Board
 - 5. Workforce Connections List of Board Member
 - 6. Workforce Connections Local Elected Officials Role
 - 7. Youth Council
 - 8. Workforce Connections Selection of Youth Council Members
 - 9. Workforce Connections List of Youth Council Members
 - 10. Workforce Connections Youth Council Role and Responsibilities
 - I. Economic Development/Local Labor Force**
 - 1. How Needs of Employers, Jobseekers and Workers are Identified in Southern Nevada Workforce Investment Area
 - 2. Coordination with Employers and Economic Development Officials
 - 3. Current Projected Employment Opportunities
 - 4. How Needs of Employers, Jobseekers, and Workers were Identified
 - 5. Additional Indicators of Performance Established by Workforce Connections
 - 6. Local Area Customer Satisfaction Measure
 - 7. Customer Satisfaction Evaluation
 - 8. Workforce Connections Performance Evaluation Process
 - J. One-Stop System**
 - 1. Workforce Connections Continuous Improvement
 - 2. Designation of One-Stop Operators
 - 3. Workforce Connections Mandated One-Stop System Partners

4. Coordination of WIA Services
5. Coordination of WIA Training Funds
6. Public Comments/Process
7. Public Access to Workforce Connections Meetings

K. Program Management and Design

1. Criteria Established to Determine Availability of Funds
2. Workforce Connections Policies/Guidelines Established for Service Providers
3. Training Needs of Dislocated Workers
4. Core Services Provided to Adults and Dislocated Workers
5. Delivery of Core Services
6. Required Core Services Prior to Receipt of Intensive Services
7. Intensive Services for Adult Clients
8. Delivery of Intensive Services
9. Eligibility Criteria for Adults and Dislocated Worker Intensive Services
10. Criteria for Employed Workers to Receive Intensive Services
11. Intensive Services Required Prior to Receipt of Training Services
12. Criteria for Receipt of Training Services
13. Documentation Required of Training Services
14. Criteria of OJT
15. Guidelines for OJT or Customized Training
16. Limitation of Funds for Supportive Services
17. Needs Related Payment
18. How Deficient in Basic Skills Literacy is Defined and Documented
19. Control of 5% Window for Non-economically Disadvantaged Youth
20. Youth Program Design
21. Out-of-School Youth 30% Expenditure
22. Planned Rapid Response
23. Coordination of Rapid Response Activities
24. Workforce Connections Disbursal of WIA Grant Funds
25. Competitive and Noncompetitive Award Process
26. Recommendation of Training Providers' Certification
27. Removal of Training Providers from Eligible Training Providers' List
28. Consumer Report and Supplemental Information
29. Process for Identifying Eligible Youth Service Providers
30. Criteria for Awarding Youth Services/Activity Grants
31. Limitation of Individual Training Accounts (ITAs)
32. Generating Performance Information and Reporting Outcomes
33. Common Data System for Clients' Tracking and Information
34. Collection of Customer Satisfaction Information/Data
35. Financial Controls and Fund Activity
36. Fiscal Controls and Accounting Procedures
37. Fiscal Controls and Accounting—Internal Control
38. Fiscal Controls and Accounting—Expenditures and Budgeting
39. Fiscal Controls and Accounting—Source Documentation
40. Fiscal Controls and Accounting—Cost Allocation
41. Fiscal Controls and Accounting—Financial Reporting
42. Fiscal Controls and Accounting—Transfer of Funds
43. Fiscal Controls and Accounting—Transfer of Program Income

L. Cost Allocation Plan

1. Cost Allocation Plan Outline
2. Calculation of Labor Percentages and Allocation of Salary Costs
3. Time Distribution Records
4. Time Analysis and Distribution

DRAFT

Workforce Connections Two-Year Plan

A. Executive Summary

1. Workforce Connections (the Southern Nevada Workforce Investment Area) will implement the Workforce Investment Act (WIA) in accordance with the framework outlined in the Act with alignment of Nevada Governor's Workforce Investment Board with regard building a demand-driven system within the southern Nevada Workforce Investment Area. Workforce Connections and its appointed committees will be guided by the Governor Workforce Investment Board's Goals and Vision for designing a local workforce investment board within a demand driven workforce development system (Nevada JobConnect) that will meet or exceed the needs of local businesses and jobseekers. Concentrated efforts will be launched to align workforce development resources with essential partners—in particular, the state's office on economic development and Nevada's System of Higher Education, with community colleges serving as primary training components.

2. Workforce Connections' Two-Year Plan is to re-establish a governance goal that develops an effective, efficient workforce development system that meets the needs of its stakeholders. It provides a comprehensive overview of Workforce Connections' ongoing initiatives to accomplish its mission. This plan also highlights Workforce Connections' policies, tools and instruments used to implement WIA with regional and sectors strategies, and make adjustments for possible reauthorization guidance. Outlining well-defined strategies, this plan describes Workforce Connections' tactics and procedures for establishing clear-cut policies that allow businesses and jobseekers ready-convenient access to all available employment and training resources. Workforce Connections' fortified governance, backed by the strong oversight of Local Elected Officials and its managing board, will serve to establish sound organizational structure, and fiduciary efficiencies, while maximizing individual board member's participation and effectiveness.

3. **Workforce Connections Resource System:** The cornerstone of Workforce Connections is its One-Stop service delivery system called Nevada JobConnect which will unify numerous training, education and employment programs into a single, customer-friendly system. Workforce Connection will establish, maintain and oversee the operations of at least one comprehensive One-Stop Center in the Greater Las Vegas Area. Prior to the end of Program Year 2011 (June 30, 2012), Workforce Connections will have a Comprehensive One-Stop Center serving as the state's flagship of Nevada's Workforce Development One-Stop System, serving all southern Nevada residents. Workforce Connections will continue to ensure "universal access" for jobseekers and businesses through its One-Stop service delivery system and provide WIA core services to include:

4. **One-Stop Services for Businesses**

- Recruitment and pre-screening of qualified applicants

- Easy access to post job listings through Nevada JobConnect Operations System (NJCOS), NV Trac, and Workforce Connections' funded partners/ service providers
- Job and industry/sectors growth trends and forecasts
- Wage data and other valuable labor market information
- Economic and business development assistance
- Education and occupational training opportunities

5. Employers have expressed their satisfaction of the value-added benefits from a single system for finding job-ready, skilled human capital that meet their needs. Through the One-Stop System (Nevada JobConnect), employers have a single point of contact to provide information about current and future workforce skills needed by their employees and to list job openings.

6. **One-Stop Service for Jobseekers**

- Information about Local, State, and National Labor Markets
- Job and Career Resources (computers, faxes, copy machines, telephones)
- Job Listings
- Hiring/Employment Requirements
- Job Referral and Placement Services
- Information on the Quality of Education and Training Programs
- Initial Screening for Training Eligibility
- Testing and Assessment
- Job Search
- Assistance in filing Unemployment Insurance Claims
- Information about the availability of local supportive services, including: childcare, transportation, various aid programs, other agencies and their complementary employment support services

7. **Workforce Investment Board:** Workforce Connections recognizes that the system described in detail throughout this document may need adjustments to conform to the upcoming Governor's Workforce Investment Board's goals and strategies. However, even with anticipated adjustments, this plan will still serve as the cornerstone for Workforce Connections to effectively implement and oversee employment and training services throughout its Workforce Investment Area. In future years Workforce Connections reserves itself and its funded partners the greatest flexibility possible, consistent with the Act and its regulations, to oversee and modify the workforce development system to meet demand-driven employment and training challenges.

8. **System Structure:** Southern Nevada Workforce Investment Area's Chief Elected Officials will continue its long-standing role as the grant recipient of Department of Labor funds and resources. Workforce Connections staff will provide local administrative and programmatic oversight, along with technical support to the Workforce Investment Board. Workforce Connections and the Southern Nevada Local Elected Officials Consortium have designated Nevada JobConnect Consortium to serve as the "**Consortium Operator**" for Southern Nevada JobConnect Center(s), i.e., the One-Stop Operator.

B. NOTICE OF PROPOSED PLAN AVAILABLE FOR PUBLIC COMMENT

Workforce Connections is the Southern Nevada Workforce Investment Board (SNWIB), serving the Southern Nevada Workforce Investment Area which consists of the counties of Clark, Esmeralda, Lincoln and Nye, and the cities of Boulder City, Henderson, Las Vegas and North Las Vegas, a Workforce Investment Act (WIA) administrative entity, as designated by the Governor of the State of Nevada. The WIA is a federally funded program that provides services for jobseekers and businesses. Workforce Connections' staff prepared and proposed a WIA Two-Year Strategic Plan, that reflects the goals and initiatives to comply with WIA requirements and align its resources with those of the Governor's Workforce Investment Board. This alignment ensures efficient and effective oversight of employment and training service delivery to individuals residing in the southern Nevada Workforce Investment Area. Workforce Connections' proposed plan also highlights the goals and objectives of its One-Stop Nevada JobConnect Workforce Development System to serve the universal population of jobseekers and employers during the period July 1, 2012 through June 30, 2014.

Workforce Connections made its Proposed Two-Year Plan available to receive public comment for a 10-day period beginning June 1, 2012 through June 10, 2012. The Public Comment Version of the Proposed Two-Year Plan was available at Workforce Connections' website: www.nvworkforceconnections.org. Paper copies of the Proposed Two-Year Plan were available for public review between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday at the Workforce Connections' Administrative Offices located at 7251 West Lake Mead Blvd., Suite 200, Las Vegas, Nevada 89128. Copies of the proposed plan were made available for public comment at the following locations:

Bridge Counseling Associates, 1701 West Charleston Blvd., Suite 400, Las Vegas, Nevada 89102
Foundation for an Independent Tomorrow (FIT), 1931 Stella Lake Drive, Las Vegas, Nevada 89106
GNJ Family Life Center, 2535 West Cheyenne Ave., Suite 107, North Las Vegas, Nevada 89032
Goodwill of Southern Nevada, 1280 West Cheyenne Ave., North Las Vegas, Nevada 89030
Help of Southern Nevada, 1640 East Flamingo Road, Suite 100, Las Vegas, Nevada 89119
Latin Chamber of Commerce Community Foundation, 300 N. 13th Street, Las Vegas, Nevada 89101
Nevada JobConnect—119 Water Street, Henderson, Nevada
Nevada JobConnect—3405 South Maryland Parkway, Las Vegas, Nevada
Nevada JobConnect—2827 Las Vegas Blvd., North, North Las Vegas, Nevada
Nevada Partners, Inc., 710 West Lake Mead Blvd., North Las Vegas, Nevada 89030
Southern Nevada Children's First, 720 West Cheyenne, Suite 30, North Las Vegas, Nevada 89030
Southern Nevada Regional Housing Authority, 5390 East Flamingo Road, Las Vegas, Nevada 89122
Nye Communities Coalition, 1020 East Wilson Road, Pahrump, Nevada 89048
Lincoln County – Youth Career Program

Questions regarding the Proposed Two-Year Plan are to be directed to: Ardell Galbreth, Interim Executive Director, at (702) 638-8750 or via e-mail at: agalbreth@snvwc.org.; however, there were no inputs received from the public.

C. General Plan Information

1. Goals and Objectives

- a. **Workforce Connections' Mission Statement:** To develop a world-class workforce development system that complements the State of Nevada's overall education and economic development strategy and guides federal, state and local employment and training resources in a customer focused, and user-friendly manner promoting a high quality, competitive workforce.
- b. **Workforce Investment System Philosophy:** To have universal access for all; be organized around One-Stop Centers (One-Stop System); has strong year-round youth component; and targets adult, youth and dislocated workers.

2. **Authentication and Plan Approval:** In accordance with the federal Workforce Investment Act, the undersigned Chief Local Elected Official Chairman and Local Workforce Investment Board Chairperson have approved the Local Workforce Investment Board Plan, and agreed to operate or cause to be operated programs pursuant to this plan. The undersigned certifies that they concur with the contents of this plan and agree that it shall be carried out through funded partners/contracted service providers as well as participating One-Stop Partners through the attached Memoranda of Understanding (MOU). The undersigned further certifies that no sub-grant shall be executed without the concurrence of the designated local elected officials, the Local Workforce Investment Board, and the state of Nevada. This plan consists of this page, the Table of Contents, and all of the sections and attachments indicated on the Table of Contents.

Approved for Workforce Connections

**Hannah M. Brown, Chairperson
Workforce Connections**

Date: _____

Approved for Local Elected Officials

**Lawrence Weekly, Chairman
Southern Nevada Chief Elected Officials**

Date: _____

D. Assurances and Certifications

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
- (4) This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.
- (5) This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

Approved for Workforce Connections

**Hannah M. Brown, Chairperson
Workforce Connection**

Date: _____

Approved for Local Elected Officials

**Lawrence Weekly, Chairman
Southern Nevada Chief Elected Officials**

Date: _____

**CERTIFICATION REGARDING
DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS
PRIMARY COVERED TRANSACTIONS**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**(BEFORE SIGNING CERTIFICATION, READ ATTACHED INSTRUCTIONS
WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION)**

- (1) The prospective primary participant certifies to the best of his/her knowledge and belief, that his/her and his/her principals:
 - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
 - (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

INSTRUCTIONS FOR CERTIFICATION

(Debarment)

1. By signing and submitting this proposal, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why he/she cannot provide the certification set out below. The certification or explanation will be considered in connection with the Department of Labor's (DOL) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the DOL determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the DOL may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DOL if at any time the prospective primary participant learns his or her certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction", "debarred", "suspended", "ineligible", "lower tier covered transaction", "participant", "person", "primary covered transaction", "principal", "proposal", and "voluntarily excluded", as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the DOL for assistance in obtaining a copy of those regulations.
6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, he/she shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
7. The prospective primary participant further agrees by submitting this proposal that he/she will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions", provided by the DOL, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless he/she knows that the certification is erroneous. A participant may decide the method and frequency by which he/she determines the eligibility of his/her principals.
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause.

The knowledge and information of a participant is not required to exceed, that is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may terminate this transaction for cause or default.

Approved for the Workforce Connections

**Hannah M. Brown, Chairperson
Workforce Connections**

Date: _____

Approved for Local Elected Officials

**Lawrence Weekly, Chairman
Southern Nevada Chief Elected Officials**

Date: _____

**NONDISCRIMINATION AND EQUAL OPPORTUNITY
REQUIREMENTS OF WORKFORCE INVESTMENT ACT**

(1) As a condition to the award of financial assistance under WIA from the Department of Labor, the grant applicant assures, with respect to operation of the WIA funded program or activity and all agreements or arrangements to carry out the WIA-funded program or activity, that he/she will comply fully with the nondiscrimination and equal opportunity provisions of the Workforce Investment Act 1998, including the Nontraditional Employment for Women Act of 1991 (where applicable); title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; title IX of the Education Amendments of 1972, as amended; and with all applicable requirement imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 34. The United States has the right to seek judicial enforcement of this assurance.

(2) The grant applicant certifies that he/she has developed and maintains a "Methods of Administration" pursuant to 29 CFR 34.33.

(3) The grant applicant is attaching information pursuant to 29 CFR 34.24 (a)(3)(ii) where applicable, including the name of any Federal agency other than the Department of Labor's Directorate of Civil Rights that conducted a civil rights compliance review or complaint investigation during the two preceding years in which the grant applicant was found to be in noncompliance; and shall identify the parties to, the forum of, and case numbers pertaining to, any administrative enforcement actions or lawsuits filed against it during the two years prior to his/her application which allege discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, citizenship or participation in WIA.

Note: No findings of noncompliance in the last two years.

Approved for Workforce Connections

**Hannah M. Brown, Chairperson
Workforce Connections**

Date: _____

Approved for Local Elected Officials

**Lawrence Weekly, Chairman
Southern Nevada Chief Elected Officials**

Date: _____

**CERTIFICATION REGARDING DRUG-FREE
WORKPLACE REQUIREMENTS**

- A. The grantee certifies that he/she is or will continue to provide a drug-free workplace by:
- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
 - (b) Establishing an ongoing drug-free awareness program to inform employees about:
 - (1) The danger of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
 - (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
 - (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
 - (e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
 - (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted:
 - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
 - (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

B. The grantee shall provide in the space below the primary address of the Administrative entity in connection with this grant.

(Name of Organization, street address, city, and zip code):

Name of Organization: Workforce Connections

Street Address: 7251 West Lake Mead Blvd., Suite 200

City: Las Vegas

Zip Code: 89128

Name/Title of Authorized Signatory: Ardell Galbreth, Interim Executive Director

Signature: _____

Date: _____

Approved for Workforce Connections

**Hannah M. Brown, Chairperson
Workforce Connections**

Date: _____

Approved for Local Elected Officials

**Lawrence Weekly, Chairman
Southern Nevada Chief Elected Officials**

Date: _____

<p>ASSURANCES/CERTIFICATIONS - the LWIB assures and certifies that all programs and activities funded under the Workforce Investment Act will comply with:</p>	<p>Federal, State and Workforce Connections Policies and/or Procedure Title, Effective/Revision Date</p>
<p>A. GENERAL PLANNING:</p>	
<p>1. Section 117, §661.300, §661.305, §661.315 & §661.325, which establishes the Local Workforce Investment Board (LWIB), its functions and certification requirements. <i>(Please attach copy of current LWIB agreements and membership list)</i></p>	
<p>2. Section 117 (d) and §661.350, which establishes the responsibilities of the LWIB in respect to all stages of program planning, policy setting, oversight, evaluation, and implementation. The LWIB meeting agendas and minutes of meetings, which indicate the extent of the LWIB's involvement in the WIA program are available for review upon request.</p>	<p>Workforce Connections By-Laws, Dated August 24, 2005</p>
<p>3. § <input type="checkbox"/> 661.305 (a)(1), which ensures the LWIB, in partnership with local elected officials, is responsible for developing the Local Workforce Investment Board Plan, including the involvement by representatives of participating One-Stop Partners.</p>	
<p>4. Section 118(c)(1&2) and <input type="checkbox"/> §661.345(b & c), which requires the local board to make available copies of a proposed plan to the public through such means as public hearings and the local media; allow members of the local board and members of the public including representatives of business and labor organizations, to submit comments on the proposed local plan to the local board, not later than the end of the 10-day period beginning on the date on which the proposed local plan is made available; and include with the local plan submitted to the Governor any comments that express disagreement with the plan.</p>	
<p>5. That the proposed plan, annual modifications and plan revisions have been made available for public review and comment. [<input type="checkbox"/> §661.345(b)] If applicable, date of public hearing: <u>NA</u> <i><u>If comments were received, copies of these responses should be attached. NA—No comments were received.</u></i></p>	
<p>ASSURANCES/CERTIFICATIONS – the LWIB assures and certifies that all programs and activities funded under the Workforce Act will comply with:</p>	<p>Federal, State and Workforce Connections Policies and/or Procedure Title, Effective Revision Date</p>

<p>6. Section 118 (b)(1)(A-C), which requires the LWIB to use appropriate labor market and demographic analysis as the basis for planning programs to ensure (1) a systematic assessment of local labor market needs and problems; and (2) that occupational training provided is in occupations for which job opportunities exist and at the level of skills required by private employers.</p>	
<p>7. Section 134(d)(4)(A)(iii) and §663.310 (c), which requires training provided with funds made available under this Act shall be only for occupations for which there is a demand in the area served or in another area to which the participant is willing to relocate, and consideration in the section of training programs may be given to training in occupations determined to be in sectors of the economy which have a high potential for sustained demand or growth.</p>	
<p>B. PROGRAM DESIGN:</p>	
<p>1. §662.230, which requires access to mandated One-Stop Partners core services through the One-Stop delivery system.</p>	
<p>2. §663.110, §663.115, §663.220, §663.230, §663.310, and §§664.200-220, which define eligibility requirements for adult and dislocated worker core, intensive, and training services, as well as youth services.</p>	
<p>C. PROGRAM MANAGEMENT:</p>	
<p>1. Section 188, §667.275, and 29 CFR Part 37, which requires the LWIB and all subrecipients not to discriminate in employment or in the provisions of services based on race, religion, color, national origin, sex, age, marital status, arrest without conviction, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in programs funded under the Act.</p>	
<p>2. §667.266 and §667.275(3)(b) which requires the LWIB and its subrecipients not to place participants in the construction operation, or maintenance of any facility which is used or to be used for sectarian instruction or as a place for religious worship.</p>	
<p>3. Workforce Investment Act Letter (WIAL 3-99), which requires that participation in programs and activities financially assisted in whole or in part under this act shall be open to citizens and nationals of the United States, lawfully admitted permanent resident aliens, lawfully admitted refugees and parolees, and other individuals authorized by the Attorney General to work in the United States.</p>	
<p>4. §667.630, which requires that programs funded under the</p>	

<p>Act, will be administered in full compliance with safeguards against fraud and abuse.</p>	
<p>5. §667.200(d), which requires LWIB and its subrecipient/ subcontractors to comply with the debarment and suspension regulations.</p>	
<p>6. Section 188, 29 CFR Part 37, and §667.275 (a)(3), which require all recipients to provide physical and programmatic accessibility and reasonable accommodation to WIA program services in compliance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act.</p>	
<p>7. 29 CFR Part 37.34, which requires that all grant recipients and their subrecipients must indicate in recruitment brochures and other materials that are ordinarily distributed or communicated in written and/or oral form, electronically and/or on paper, to staff, clients, or to the public at large that the WIA Title I program or activity described “is an equal opportunity employer/program” and that “auxiliary aids and services are available upon request to individuals with disabilities.” These materials must indicate that the program or service provider may be reached by telephone, and must state the telephone number of the Telephone for Deaf and Deafened (TDD) or relay services used as required in <input type="checkbox"/> 29 CFR Part 37.9(c).</p>	
<p>8. 29 CFR Parts 37.29-33, which requires public notice of EEO provisions.</p>	
<p>9. §667.274, which requires that LWIB and its subrecipients assure compliance with State and Federal health and safety laws as well as to assure the maintenance of workers’ compensation insurance on all WIA work-related activities.</p>	
<p>10. §667.600(f), which requires LWIB and its subrecipients to develop a system for the handling of complaints of discrimination from participants in accordance with the Section 188(a) of the Act, regulations and policies issued by the State.</p>	

E. Document List

1. Current Workforce Connections Agreement and Membership List
2. Current Youth Council Membership List
3. Proof of Plan Publication
4. Copy of Public Comments, if Applicable
5. Workforce Connections Organizational Chart

F. Board Members:

1. Roles and Responsibilities: It is philosophically recognized that work is inherent to human experience and historically, the nature of work has been and will continue to be determined by the nature of the economy. Even though the State of Nevada's economy is currently struggling with a slow recovery, fortunately, with the legislative mandated industry and regional sector strategies, priority emphasis is geared to partnerships between education, economic and workforce development systems to leveraging resources in an effort to create workforce demands through economic development and fulfill such demands through quality employment and training services, using Nevada's community college system as a primary training component.

2. To reboot Nevada's economic vitality, public policy must encourage the growth of high skill, high-wage jobs, and ensure there is an adequate number of workers with the skills necessary to succeed in those jobs. To this end, the *mission* of Workforce Connections is to continue to improve upon a Local Workforce System that is inclusive of:

- Two Workforce Investment Boards, i.e., one in northern Nevada and one in southern Nevada.
- Creating and maintaining a flexible, highly skilled workforce that will perpetuate a continuous competitiveness for local businesses.
- Expanding the breath and depth of partnership involvement in a collaborative manner within the workforce system to maximize optimum customer service.
- Fostering efforts that shall increase personal income and business capital.
- Insuring that the local Nevada JobConnect System (Workforce Investment System) is the "first choice" for all jobseekers, workers and employers in Southern Nevada who are in need of employment and training services.

G. The following briefly describes how the Workforce Connections plans to achieve the following objectives:

1. *Improve the quality of Nevada's workforce to meet the needs of employers and jobseekers:*

It is recognized that in any job training and employment environment, the employer is the key to success. Locally, employers can be assured that when the decision is made to recruit employees through the Nevada JobConnect System (Workforce Development System) they are selecting from a pool of individuals who can best satisfy their employment needs. It is Workforce Connections' responsibility to establish and oversee a process that jobseekers who enter this hiring pool/system are prepared and have the necessary skills, knowledge and resources to meet the needs of the employers. In other words, Workforce Connections is called to meet southern Nevada's demand-driven workforce needs. It is also the goal of Workforce Connections to ensure that this system is designed to be driven by employers—demand driven. While aligning Workforce Connections' resources and training strategies with those of Nevada Governor's Office of Economic Development, a series of surveys, questionnaires, and employer focus group meetings will continue to be at center stage in obtaining firsthand employment demands and industries sectors intelligence. Workforce Connections' local workforce system components will be adjusted to meet local labor market demands as identified by the Governor's Workforce Investment Board strategic plan.

2. *Workforce Connections Two-Year Plan—Enhance the productivity and competitiveness of the State of Nevada:*

It is the goal of Workforce Connections to enhance the productivity and competitiveness of the State by providing the jobseekers and the employers, the opportunity to access a never before seen wealth of employment resources via the One-Stop JobConnect delivery system. This goal as set by both the State and its Local Workforce Investment Boards will be accomplished with at least one comprehensive One-Stop Center, i.e., a physical One-Stop Center conveniently located in the Clark County—Las Vegas area, and a number of affiliate One-Stop sites strategically located throughout southern Nevada Workforce Investment Area—including rural areas affiliate One-Stop sites. By empowering jobseekers with both the means and knowledge to acquire competitive workforce skill-sets, Nevada will be well positioned to grow its economy while competing globally on a grand scale that highlights our quality workforce. It is our plan to assist southern Nevada's local area customers and the State of Nevada in their efforts to increase productivity and competitiveness with a local workforce investment system that is sound, complimentary, and compatible with our State economy.

3. *Increase the employment, retention, and profits of employers utilizing the Workforce System Investment;*

a. It is a recognized fact that a poorly trained and unskilled labor force in the workplace leads to high turnover rates and increased costs. To minimize and eventually eradicate this dilemma in southern Nevada, Workforce Connections will negotiate strict contract requirements for WIA service providers to supply "state of the art" high skill, high wage training programs designed to meet the needs of the employer and to provide the job seeking customers "life long learning" that will ensure employment retention. The local workforce investment system will underscore the value of On-the-Job Training (OJT) and seek state assistance in facilitating incumbent worker activities. The skill sets learned

through OJT will be meaningful, timely and portable, so that the employee retains value to multiple employers.

b. Workforce Connections will also integrate into the system broadly agreed-upon, world-class occupational skills and academic standards essential to raising the achievement level and retention rate of workers. The cost savings benefits of employer-designed customized training and retraining programs will be effectively marketed to all businesses as a means by which the local workforce system can assist them in raising the levels of their workers productivity which will result in an overall increase in their profits.

c. Additionally at the local level and based upon the availability of the Governor's Workforce Investment Board funds or direct grants from the U.S. Department of Labor, Workforce Connections plans to oversee the implementation of an "incumbent worker program." Such a Plan will be developed that will incorporate an incumbent worker system that will be accessible, and responsive to the needs of local businesses and be effectively linked to labor, economic development organizations and other contemporaneous learning resources such as community colleges and universities. The targeted population for this program will be workers in low/entry wage level jobs who are in need of the skills that will retain them in their jobs, as well as, provide upward mobility to higher paying jobs and at the same time provide increased capital for businesses.

d. Workforce Connections will also continuously provide policy vigilance. For example, the Board's well descriptive guidance will completely integrate into the local workforce system multiple employment programs that will enhance the productivity and job retention of workers resulting in increased profits for businesses and tax payers receiving a satisfactory return on their investment.

4. *Reduce welfare dependency and increase self-sufficiency;*

It is the goal of Workforce Connections to build a system that reduces welfare dependency and increases self-sufficiency by leveraging funds, and forming a consortium of partners that consists of individuals and agencies that have a proven expertise in dealing with welfare recipients or individuals who have low or below median income and the working poor. This will be accomplished through the "user friendly JobConnect One-Stop System," in which jobseekers—both low income and others job seekers will be furnished with detailed information pertaining to employment opportunities.

5. *Increase occupational skill attainment by job seekers;*

Education, training and employment services will be available to all who access the Nevada JobConnect System. Jobseekers who demonstrate the need to enhance, upgrade, or require higher-level occupational skills will be encouraged by the Nevada JobConnect partners. Education utilizing Nevada's Higher Education System, training and employment placement programs shall include class room training, on-the-job occupational skills training, entrepreneurial training, job readiness training, adult education and literacy activities, plus other skills training will be recommended where appropriate. Education, training and

employment services will also be available for workers seeking their first job, a new job, a better job, nontraditional employment or those requiring additional skills to enable them to enter or return to the job market.

6. *Increase the employment retention and earnings of employees;*

It is the intent at the Local Workforce Investment Board level to maintain a system that supports not only those individuals who are unemployed, but those who are seeking to improved their job skills. Recognizing that both groups have many of the same goals and objectives (employment, retention, and increased earnings), efforts will be made to recruit training/service providers that understand they will be held accountable for job placement, retention, and increases in wages or benefits for their customers. Percentages for job placement, job retention, and an increase in earnings will be measured and reported to the state and Workforce Connections' employment community. Workforce Connections anticipates employers will actively recruit from this local workforce system.

H. Workforce Connections Youth Council (WIA Section 117, §661.005, §661.315 and §661.325): The following describes the organization and structure of Workforce Connections, including organizations and entities represented on the Board:

1. *Workforce Connections, formally known and recognized as The Southern Nevada Workforce Investment Board was established as a public agency in the State of Nevada, pursuant to NRS 82.011 and 277.180:*

Workforce Connections is considered a public agency by virtue of the fact that it is governed by a consortium of city and county governments. Workforce Connections Board membership is comprised of the following organizations and entities.

- a) State of Nevada Department of Employment, Training and Rehabilitation
- b) City, County elected officials representing the Southern Nevada Workforce Investment areas, political jurisdictions
- c) Local Business Sector
- d) WIA Title I Service Providers
- e) Community Based Organizations
- g) Economic Development Organization
- h) Secondary and Post Secondary Education
- i) Employment Trade Associations/Organizations

2. *The following describes the process Workforce Connections used to identify and select its Board members:*

In an effort to obtain qualified representatives to serve on the Workforce Connections Board, a number of recruiting methods were used to solicit nominations. Media, correspondence, and word of mouth were among the few methods used at the local level. A letter containing a nomination form, an outline of board member responsibilities, qualification requirements, a member/candidate profile, and the selection criteria were submitted to potentially interested

organizations. Letters were also sent to trade associations, the local Chambers of Commerce (Asian, Women, Boulder City, Caliente, Esmeralda, Goldfield, Latin, Lincoln, North Las Vegas, Pahrump Valley, Urban) Cox Communication, St. Rose Dominican Hospital, Associated General Contractors, Mandalay Resorts and Southwest Gas Corporation. Although there were many letters sent to various entities, the majority of nominations came by way of advertisement which were published in the Boulder City News, El Mundo, Henderson Home News, Las Vegas Review Journal, Las Vegas Sun, and the Las Vegas Sentinel Voice.

3. *The following describes how Workforce Connections will carry out its roles and responsibilities outlined in §661.305;*

In an attempt to minimize the efforts of the entire Board, duties will be assigned and completed in a committee structure. All work and/or recommendations completed by the committees will be brought to the entire board at its regular scheduled meetings. The Workforce Connections Board will meet as outlined in its by-laws at least four times a year to review program progress, hear and consider committee reports and approve or recommend policy changes and budget approval to the Local Elected Officials.

4. *Interaction with the State Workforce Investment Board;*

Workforce Connections will coordinate with, and assist the Governor's Workforce Investment Board in the development of state and local plans, which will encompass the development of local performance measures and sector strategies. Workforce Connections will also seek guidance and input from the Governor's Workforce Investment Board in the interpretation of state and federal laws, and any applicable federal regulation. Furthermore, Workforce Connections' in partnership with the Governor's Workforce Investment Board and other essential partners such as the Governor's Office of Economic Development, Nevada's System of Higher Education, i.e., community colleges, and local area businesses, will assure that the previously fragmented system of planning and service delivery is replaced by a state-wide integrated and coordinated system. Also, representatives from Workforce Connections will be available to serve as members of the Governor's Workforce Investment Board and committees and sector councils to ensure state and local collaboration.

5. *Attached is a list of current Workforce Connections members. Included is the organization and the membership category each individual represents as required under WIA Section 117 (b)(2), §661.315. (See Attachment B)*

6. *The following describes how local elected officials fulfill their role as decision-making partners with Workforce Connections;*

The Local Elected Officials (LEOs) have elected to sit on and become active members of Workforce Connections Board of Directors. The LEOs consortium who have the fiduciary responsibilities outlined in the Act will be involved in the decision making process of the Workforce Connections' Board and approve all budgets in connection Workforce Investment Act funds. Additionally, the Local Elected Officials will meet separately from the Workforce Connections' Board

when appropriate, to exercise the responsibilities and duties identified in the WIA that are exclusively theirs.

7. Youth Council (WIA) Section 117(h)(2&4), §661.335, §661.340 and §664.110(c)

Workforce Connections' Youth Council will be an advocate for youth, in terms of ensuring that programs are put in place to address the needs of disadvantaged and "at risk" youth who may be school drop-outs. The youth council shall also assist the state in eliminating the proficiency exam failure rate and increase youths' preparation in the math and science studies. The youth council will focus greater attention toward those youth who are aging out of the foster care system, those incarcerated youth who will be re-entering society, and those youth with developmental and physical disabilities, as well as those who are homeless.

8. The following describes the process Workforce Connections used to select youth council members;

In an effort to recruit qualified youth council members to serve, a committee survey was provided to each Workforce Connections' board member soliciting volunteers who were interested in youth activities. In addition, Workforce Connections bylaws require its members to serve on either a committee and/or council in order to engage themselves in active Board participation.

9. Attached is a list of the current youth council members. The list includes the organization each individual represents; See Attachment C.

10. The following describes the roles and responsibilities of the youth council, including its oversight responsibilities of local youth programs;

a. The primary role/function of the youth council will continue to serve as an advisory entity to Workforce Connections. In this capacity, the youth council members will provide expertise in youth policy and ensure that recommended provider(s) of youth services serve youth who are eligible for WIA services and are receiving the assistance they need to become productive individuals in society.

b. Responsibilities of the youth council are to coordinate youth activities, develop portions of the youth plan that deals with eligibility, recommend eligible service providers through a competitive process, facilitate oversight compliance of eligible providers of youth activities, and establish linkages with educational agencies, as well as, community-based organizations.

c. The youth council will facilitate the leveraging of resources available in the Southern Nevada Workforce Investment Area, and ensure that youth who are part of the juvenile justice system, state welfare and foster care agencies, will be served to the extent resources permit. The council shall set clear policy direction for creating employment opportunities and career pathways for eligible youth ages 14-21 years, both in school and out of school.

d. One of the council's major goals is to improve the efficiency and quality of youth services through the identification of gaps in services and activities. The needs of youth in and out of school will be addressed as well as the importance of continuous services in meeting the needs of youth in the 21st century.

I. Economic Development/Local Labor [WIA section 118(a)(1)(A-C)] and §661.350

1. *The following describes how Workforce Connections will meet the needs of employers, jobseekers and workers in the local workforce investment area;*

a. The needs of employers and jobseekers were identified primarily from statistical data derived from Nevada's Department of Employment, Training and Rehabilitation, Research and Analysis Bureau that include wage and growth estimates in the most demanding occupations. (Attachment D)

b. To ensure timely feedback from employers representing each of the four cities and four counties in the Southern Nevada Workforce Investment Area, business focus groups, healthcare, hospitality and manufacturing advisory sectors/groups were formed. These groups have the responsibility of identifying employer requirements such as; experience required, training requirements, desired skill sets, soft skills needed, and current or projected labor market demands.

c. In coordination with Nevada JobConnect employer services unit, and in response to Nevada Senate Bill 152, sector councils in the Southern Nevada Workforce Investment Area will be focused on keeping the business communities apprised of the one-stop delivery system and the benefits of utilizing the system. These sector councils will also solicit feedback from employers and businesses regarding what works well, what needs to be improved, and what additional services should be added to enhance Nevada JobConnect. Similarly, members of Workforce Connections who represent areas outside of Clark County (rural), work with the Rural Nevada JobConnect office to identify unique challenges facing rural jobseekers. It is envisioned that the combined efforts of Workforce Connections and rural area chambers of commerce will identify possible entrepreneurial and business attraction, and employment opportunities.

2. *The following describes how coordination with employers and economic development officials occurred in the development of the local workforce investment system:* Coordination activities with employers and economic development officials will be continuous to ensure alignment of southern Nevada's local workforce investment system in the following manner:

a. Local elected officials appointed to Workforce Connections board are key individuals who represent workforce and economic development administrators. Nevada's Department of Employment, Training and Rehabilitation in support of the Governor's Office of Economic Development has provided critical input into the development of the Southern Nevada local workforce system.

b. Local elected officials appointed principal executives of leading private sector businesses to Workforce Connection Board of Directors who understand and support the state's economic development initiatives, and ensured there will be a

continuous dialogue between board members addressing their mutual workforce development concerns. Workforce Connections' Board of Directors, which is made up primarily of business representatives and employers, are essential components of Southern Nevada' workforce development system. Workforce Connections' will have assigned, dedicated staff to work with the business community in developing business relationships.

3. ***The following describes how the current and projected employment opportunities are identified in both the private and public sectors, and how jobseekers can obtain the necessary job skills to fulfill workforce demands;***
 - a. Information regarding the current and forecasted employment opportunities and the necessary skills to obtain such employment are acquired from Nevada's Department of Employment, Training and Rehabilitation, Bureau of Research and Analysis, Nevada JobConnect Resource Centers, urban/rural chambers of commerce, urban/rural economic development agencies, post-secondary training institutions, apprenticeship training programs, local business journals and publications, labor union employment, businesses, human resources "hot lines" private sector employment agencies, state and federal government employment solicitation, internet, job fairs, public libraries and local visual/verbal/printed news media.
 - b. Working closely with economic development entities, Workforce Connections will have at its disposal information regarding outlining businesses/employers skill set needs which will allow Workforce Connections to contract directly with appropriate training partners like community colleges to fulfill any demand-driven skills. Also, Workforce Connections will continue to hold/sponsored employer focus groups in support of the state's sector strategies to ascertain project employment opportunities, as well as projected needed skills.
4. ***The following describes how Workforce Connections identifies the needs of employers, jobseekers, and workers to fulfill demand-driven job skills;***
 - a. As identified in Nevada's Integrated Workforce Plan, meeting all of our employers' skill-set needs will be a challenge; however, using Nevada Career Information System (NCIS), Workforce Connections will be able to guide its contracted workforce development service providers to focus on current and projected skill gaps. Additionally, Workforce Connections' layoff aversion plan as supported by Nevada's Department of Employment, Training and Rehabilitation, will offer employers sure-ready resources that help improve their bottom line profits, thereby averting staff reductions.
 - b. The jobseekers will have ready access to employment services resources either through Nevada JobConnect, contracted service providers and on-line using Workforce Connections' virtual One-Stop System network.
5. ***The following describes any additional indicators of performance established by Workforce Connections;***

In addition to the required negotiated performance measures established by the Department of Labor and the State of Nevada, Workforce Connections has added participant enrollments and financial expenditure rate as required performance measures that is passed on to its subrecipients (service providers).

6. *The following describes how customer satisfaction data will be evaluated and used to improve services and customer satisfaction;*

Customer satisfaction data and information will be shared with the operators of the Nevada JobConnect One-Stop System, Workforce Connections' staff members, and the general public as requested, to ensure quality improvement takes place.

7. *The following describes how Workforce Connections will evaluate performance and what corrective actions (including sanctions and technical assistance) will take place if performance falls short of expectations;*

a. It is the commitment of Workforce Connections to comply with both state and federal regulations and policies. Workforce Connections' staff has developed local performance measures and policies to generate reports detailing each service provider's performance. Service providers' performance is reported to all Workforce Connections' board members at least monthly.

b. When service providers fall below established performance measures and fail to take positive corrective action, Workforce Connections' staff will offer technical assistance and guidance to assist service providers in improving their performance and/or correcting noted findings. If, after technical assistance is provided along with detailed corrective action guidance, service providers still do not achieve established performance measures, Workforce Connections' staff will recommend to its Board of Directors appropriate sanctions against service providers as outlined in Workforce Connections Policy 5.2 (Non-Compliance Sanctioning Process. (Attachment E)

J. One-Stop System [WIA Section 121 and §661.350(3)(I-ii)]

1. *The following describes how Workforce Connections plans to ensure continuous improvement of eligible providers of service and ensure that such providers meet the employment needs of local employers and WIA program participants;*

a. Workforce Connections publishes Requests for Proposals (RFPs) to solicit responses for employment and training services delivery. The selection of service providers is based on respondents/proposer's demonstrated ability of meeting both the employer and jobseekers needs. Workforce Connections' staff monitors service providers' employment and training programs at least annually to ensure that services are engineered to meet the needs of the jobseekers and perspective employers.

b. Customer satisfaction surveys, along with Workforce Connections' established performance indicators are used to ensure customers' needs are

adequately addressed when accessing the Southern Nevada Workforce Investment Area's systems, i.e., Nevada JobConnect. In addition, jobseekers, sector councils, focus groups, and periodic round table discussions with businesses and service providers, training providers, and the employment community take place to encourage the agencies and businesses to foster continued improvement of services.

2. *The following describes how Workforce Connections will designate and certify One-Stop Operators in the local area;*

Workforce Connections has agreed that a consortium of the mandatory partners will serve as the One-Stop Operator for the Southern Nevada Workforce Investment Area. It is understood that this consortium of agencies, will embody the utmost quality of customer service, and a level of efficiency that will be predicated on the following requirements:

- a. Must enter into a Memorandum of Understanding (MOU) with Workforce Connections relating to the operation of Southern Nevada Workforce Investment Area One-Stop system that meets the requirements of 20 CFR 662.330 of WIA regulations and section 121.
- b. Must establish a foundation for integrating the WIA required One-Stop partners into a non-duplicating, collaborative seamless system of service delivery that will enhance access to the programs and services and improve long-term employment outcomes for individuals receiving assistance.
- c. Must establish a system that ensures a range of workforce development services is carried out by One-Stop partners and is easily accessible to individuals seeking assistance.
- d. Must provide all WIA specified core services to customers.
- e. Must have experienced staff versed in all aspects of local labor market information, employment and training programs and WIA regulations.
- f. Must have a fiscal accountability system in place that consists of policies and procedures which exemplify integrity, financial competency of Generally Accepted Accounting Principles and a thorough knowledge of federal monetary regulations.
- g. Must have a demonstrated history of salient performance in employment and training programs that addresses the needs of a diverse population of adults and dislocated workers.

3. *The following indicate the mandated partners outlined in §662.200 that are participating in Workforce Connections' (Southern Nevada Workforce Investment Area) One-Stop system, and how access to each participating partners' core services will be provided in accordance with §662.320;*

a. Title I Programs:

Bridge Counseling Associates
Foundation for an Independent Tomorrow (FIT)
GNJ Family Life Center
Goodwill of Southern Nevada
Help of Southern Nevada
Latin Chamber of Commerce Community Foundation
Nevada JobConnect—119 Water Street, Henderson
Nevada JobConnect—3405 South Maryland Parkway, Las Vegas
Nevada JobConnect—2827 Las Vegas Blvd., North, North Las Vegas
Nevada Partners, Inc., 710 West Lake Mead Blvd., North Las Vegas
Southern Nevada Children's First
Southern Nevada Regional Housing Authority
Nye Communities Coalition
Lincoln County – Youth Career Program
Job Corps
Migrant Seasonal Farm Worker
Veterans Employment and Training Services
Department of Employment, Training, and Rehabilitation (DETR) Wagner
Peysen
College of Southern Nevada, Adult Education and Literacy
College of Southern Nevada, Vocational Education authorized under Carl D.
Perkins Act Department of Employment, Training, and Rehabilitation (DETR)
Vocational Rehabilitation
AARP, Title 5 Older Americans Act
Department of Employment, Training, and Rehabilitation (DETR) Trade
Adjustment Act (TAA) & NAFTA Chapter 41 of Title 38, United States Code
(local veterans employment representative and disabled veterans outreach
program
Community Service Block Grant Act (CSBG)
Department of Housing and Urban Development (HUD)
Department of Employment, Training, and Rehabilitation (DETR)
Unemployment Insurance

b. It is envisioned that customers entering the Nevada JobConnect system will be able to receive a full array of information regarding the services offered by each partner. However, there are core services common to all partners. Core Services of each of the partners will be offered to customers in the following manner:

- (1) Self service job search
- (2) Employment information, performance and cost associated with training providers, local area performance, and availability of supportive services
- (3) Assistance in filing unemployment claims
- (4) Educational and financial aid information

c. Core services are available through the resource center on a self service basis and/or with minimal staff assistance.

d. Based upon an individual's need, he or she may be referred to the appropriate One-Stop center or system partner for additional core services. The need for this level of core service will be determined through a simple, easy to negotiate self-assessment instrument.

4. COORDINATION – The Act requires coordination between the Local Workforce Investment Board and the program/agencies listed in Section 112(b)(8)(A) to enhance the provision of services and avoid duplication of services with these program/agencies. The following briefly describes the linkages established for each of the programs/agencies listed, including the type of agreement(s) with each.

a. WIA One-Stop System partners' resources will be identified and leveraged to avoid duplication of services as outlined in Memorandums of Understanding (MOU) and Workforce Connections' policies. Partners' contributions of core services will result in increased services for jobseekers and businesses—while freeing WIA funds and resources to expand greater employer services and identification of demands for human capital with appropriate skill-sets.

b. Sector Councils have been established to provide input and guidance in the type of services needed and desired by the business community. Through MOUs, linkages with partnering agencies may include:

(1) Employer Access to Information and Services

(2) Application Screening and Referral

(3) Application Assessment and Testing

(4) Training Available to New/Current Employees and Employers

(5) Assistance to New/Current Employees with Value-Added Services to Employers

(6) Labor Trends and Wage Information

(7) Economic and Business Development Assistance

(8) Customer Service and Performance Accountability

(9) Outreach and Marketing to Employers

5. The following describes the requirements for coordination of WIA training funds and other grant assistance. [§663.320]

a. As outlined in Workforce Connections' policies, prior to granting or authorizing the use of WIA training funds, Workforce Connections' subrecipients are required to seek partnering non-WIA funds, including in-kind resources. If

after first seeking non-WIA funds for training services, WIA funds may be authorized for eligible participants' training services.

b. Training services through Nevada's community college system/Nevada System of Higher Education will be the primary method of providing occupational skills training for adults and dislocated workers. Training services will be authorized for participants who have received core and intensive services, but were unable to obtain or retain employment through such services. To receive training services, participants must be evaluated/assessed by contracted services providers' case managers to determine if they possess the skills and qualifications needed to participate successfully in the training activity in which they expressed an interest.

c. Eligible participants will receive authorization to participate in training activities at an institution/agency contained on the State of Nevada Approved Eligible Training Providers List. Participants shall choose their training activity after consulting with Workforce Connections service providers' case managers.

6. *Public Comments/Process [WIA Section 118(c)(1&2) and §661.345(b) and (c). The following describes the process used by Workforce Connections to provide opportunity for public comment, including comment by representatives of business and labor organizations and input into the development of the local plan, prior to submission of the plan to Workforce Connections Board of Directors.*

a. Upon completion of Workforce Connections proposed plan, announcement of the plan will be published in local area newspapers throughout the Southern Nevada Workforce Investment Area. The published announcement/article indicated that the proposed plan will be accessible at Workforce Connections' official website at: www.nvworkforceconnections.org.

b. The announcement also encouraged Southern Nevada Workforce Investment Area residents, business representatives and labor organizations to submit written comments regarding the proposed plan to Workforce Connections. The media announcement included the date, time and place to receive the proposed plan.

7. *The following describes how Workforce Connections will ensure the public has access to Board meetings and information regarding Workforce Connections activities, including membership and meeting minutes;*

a. Official meeting agendas and minutes will be posted in accordance with Nevada's Open Meeting Law which requires public notices announcing such meeting at least three business days prior to the scheduled meeting. Additionally, official agendas and meeting minutes will be posted on Workforce Connections' website at: www.nvworkforceconnections.org. Posted official meeting agendas and minutes will advise the public as to information regarding Workforce Connections activities.

b. Public comments in disagreement with the proposed plan shall be submitted to Workforce Connections' Board of Directors for its review and consideration.

Workforce Connections will document receipt of all public comments received regarding its two-year plan. Comments in disagreement with the proposed plan will be referred to Workforce Connections' Executive Director for review and possible incorporation into the two-year plan.

K. Program Management and Program Design [WIA Section 134 Subpart (d)(4)(E)]

- 1. *The following describes the criteria established to determine the availability of funds and the process by which any priority for services to recipients of public assistance and other low income individuals will be applied under Section 134(d)(4)(E);***
 - a. Based on allocated funds received by Workforce Connections, priority of services may be instituted to ensure those most in need of assistance receive the necessary employment and training services to become gainfully employed. When priority of services is instituted, Workforce Connections will establish priority categories for eligible adult participants using household income levels.
 - b. In addition to income levels, as part of its deliberations, Workforce Connections will consider the designation of multiple employment barriers which may include the following categories: Individuals with Substantial Language or Cultural Barriers, Ex-Offenders, Homeless Individuals, and Other Hard to Serve Populations as Defined by the Governor's Workforce Investment Board Plan.
- 2. *The following describes the policy(s)/guidelines established for service providers in conducting the assessment process for both youth and adult (core, intensive and training services) participants;***
 - a. Workforce Connections established policies outlining assessment requirements for adults, dislocated worker and youth program participants. Workforce Connections policy outlines that contracted service providers shall conduct objective assessments on all participants prior to delivering intensive and training services. (Attachment F)
 - b. All partners within the Southern Nevada JobConnect System have committed to provide core services on behalf of their targeted populations, and to the greatest extent allowed by funding resources, to the general public. Specific details for each agency are contained within Southern Nevada JobConnect One-Stop System MOUs. (Attachment G)
- 3. *The following describes how Workforce Connections will meet the employment and training needs of the dislocated worker; displaced homemakers; low income individuals; public aid recipients and individuals with multiple barriers;***
 - a. Workforce Connections has three design features of a successful delivery system that offers employment and training services to dislocated workers; displaced homemakers, low income individuals, public aid recipients and individuals with multiple barriers. These three features are: accessibility, visibility, and universality.

(1) **Accessibility** refers to the ease by which jobseekers, i.e., dislocated workers, displaced homemakers, low income individuals, people with disabilities. For example, any job seeking customer, can access the services provided by Southern Nevada JobConnect One-Stop Center Delivery System. By establishing four primary One-Stop Centers in the Southern Nevada Workforce Investment Area, access to services in each major population area is ensured.

(2) **Visibility** refers to the degree with which jobseekers are made aware of the existence of the One-Stop Centers and the services and benefits available to them through Nevada's Workforce Development System, i.e., Nevada JobConnect. In addition to Southern Nevada's comprehensive One-Stop Center, several contracted service providers' workforce resource centers (affiliate sites) are strategically located and visible within the communities in which they exist. Visibility of the workforce resource center is enhanced with ongoing and effective public relations campaigns. An internet website is maintained to provide access to information about services available to both jobseekers and employers through the workforce resource centers.

(3) **Universality** refers to the ability of Southern Nevada's One-Stop Delivery System to meet the needs of all its customers, i.e., jobseekers and businesses. While Workforce Connections recognizes that customer needs, appropriate services and eligibility criteria vary widely, it has designed a system that provides universal access to all core services. As outlined in WIA, the Southern Nevada One-Stop (JobConnect), Workforce Development System services are tiered to provide core, intensive, and training services to adults, dislocated workers and all other targeted population groups through the One-Stop Delivery System.

b. The Nevada JobConnect Workforce Development System has been designed to accommodate the individual needs of businesses and jobseekers. By involving a wide array of partner agencies and service providers, the available activities will be tailored or customized to meet the unique needs of southern Nevada's diverse population. To the greatest extent possible, the specific expertise of one-stop partners and service providers will address the varied needs of the population group identified in the Southern Nevada Workforce Investment Area.

4. Describe the core services to be provided to adults and dislocated workers [WIA Section 134(d)(2)];

a. Core services in the one-stop system are available to individual adults and dislocated workers, and are provided by each one-stop partner which includes:

(1) Orientation to the full range of available services in the One-Stop Resource Centers;

(2) Determination of eligibility for WIA, Title I, and other programs;

(3) Initial assessment of skill level, aptitudes, and supportive services needs;

- (4) Job Search, placement assistance, and where appropriate, career counseling;
- (5) Local, regional, and national labor market information;
- (6) Job vacancy listings;
- (7) Information on skills needed to get various jobs;
- (8) Local occupations in demand with skill requirements and earnings;
- (9) Performance and cost information about training providers and schools;
- (10) Information regarding filing claims for unemployment compensation;
- (11) Availability of financial assistance for training and education; and
- (12) Availability of local supportive services, including:
 - (a) Various aid programs
 - (b) Other agencies and their services

b. Follow-up services for customers attaining unsubsidized employment, for not less than 12 months after the first known day and employment.

5. *The following describes how the core services will be delivered [§663.155];*

a. Core services are delivered through each One-Stop Center and by all contracted service providers. All individuals have universal access to the One-Stop System's core resources and services.

b. Using the Southern Nevada Workforce Development client tracking system, i.e., NV Trac program, delivered core services, as well as clients' activities are tracked and recorded to allow One-Stop Center managers to effectively assign resources in support of clients' core services activities.

6. *The following describes any core services an individual must receive before receiving intensive services [§663.160], including any minimum time period for participation in core services before receiving intensive services [§663.165];*

a. As previously indicated, core services in the one-stop delivery system are available to individual adults and dislocated workers, and are provided by each one-stop partner which include:

(1) Orientation to the full range of available services in the One-Stop Resource Centers;

(2) Determination of eligibility for WIA, Title I, and other programs;

- (3) Initial assessment of skill level, aptitudes, and supportive services needs;
- (4) Job Search, placement assistance, and where appropriate, career counseling;
- (5) Local, regional, and national labor market information;
- (6) Job vacancy listings;
- (7) Information on skills needed to get various jobs;
- (8) Local occupations in demand with skill requirements and earnings;
- (9) Performance and cost information about training providers and schools;
- (10) Information regarding filing claims for unemployment compensation;
- (11) Availability of financial aid assistance for training and education; and
- (12) Availability of local supportive services, including:
 - (a) Childcare
 - (b) Transportation
 - (c) Various aid programs
 - (d) Other agencies and their services

b. Follow-up services for customers attaining unsubsidized employment, for not less than 12 months after the first known day and employment. Individuals must receive at least one core service before they are eligible to receive intensive services.

7. *The following describes the intensive services to be provided to adults and dislocated workers:*

a. Intensive services will be provided to adults and dislocated workers that meet certain eligibility requirements (must have received at least one core service), and have not been able to obtain employment through core services, and are in need of intensive services in order to obtain employment. The following may be considered intensive services:

- (1) Comprehensive and specialized assessments of skill levels (including diagnostic testing);
- (2) In-dept interviewing and evaluation to identify employment barriers;
- (3) Development of Individual Employment Plans;

- (4) Group Counseling;
- (5) Individual counseling and career planning;
- (6) Case management for participants seeking training services;
- (7) Short-term prevocational training;
- (8) Referrals to community services;
- (9) Referrals to training. (Individual must receive at least one intensive service before they can receive training services). Out of area job search and relocation assistance;
- (10) Literacy activities related to basic workforce readiness; and
- (11) Internships and work experience based on an assessment or individual employment plan.

8. *The following describes how these intensive services will be delivered [§663.210];*

Employment and training intensive services will be delivered through contracted service providers and partners of the One-Stop Delivery System. Individuals may access intensive services after receiving at least one core service and still could not obtain gainful employment.

9. *The following describes the eligibility criteria for adults and dislocated workers to receive intensive service [§663.220];*

a. After adults and dislocated workers have received at least one core service and still could not obtain employment, they may be eligible for intensive services. In addition to the receipt of core services, adult and dislocated workers must be at least 18 years of age and eligible to work in the United States of America and show proof of the following:

Social Security Account Number
U.S. Selective Service (*Males Only*)
Birth Date/Age establishing the age of 18 years old

b. In addition to meeting the requirements for adult services, dislocated workers must meet the following:

(1) Individual has been terminated or laid off, or has received notice of termination or layoff, from employment;

(2) Individual must be eligible for or must have exhausted entitlement to unemployment compensation; or

(3) Individual has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that was not covered under the State of Nevada unemployment compensation law.

10. The following describes the criteria used to determine whether an employed worker needs intensive services to obtain or retain employment leading to “self-sufficiency.” [§663.230];

Workforce Connections promotes the incumbent worker concept to allow employed or underemployed workers to retain employment or gain livable wages through promotions and/or increased wages leading to self-sufficiency. Specific emphasis has been placed on Workforce Connections incumbent worker program as outlined by the Governor’s Workforce Investment Board, with service providers establishing partnerships with employers to identify employees and develop training programs customized to fit their business goals and objectives.

11. The following describes any intensive services an individual must receive prior to receiving training services [§663.250] including any minimum time period for participation in intensive services to be eligible for training services [§663.250];

Although Workforce Connections requires no specific time period for a participant to undergo intensive services, the following are considered intensive services available to eligible jobseekers:

- (1) Comprehensive and specialized assessments of skill levels (including diagnostic testing, etc.);
- (2) In-dept interviewing and evaluation to identify employment barriers;
- (3) Development of Individual Employment Plans;
- (4) Group Counseling;
- (5) Individual counseling and career planning;
- (6) Case management for participants seeking training services;
- (7) Short-term prevocational training;
- (8) Referrals to community services;
- (9) Referrals to training. (Individual must receive at least one intensive service before they can receive training services).Out of area job search and relocation assistance;
- (10) Literacy activities related to basic workforce readiness; and

(11) Internships and work experience based on an assessment or individual employment plan.

12. The following describes the criteria for individuals to receive training services

After receiving at least one intensive service and jobseekers still are unable to obtain work, they may be eligible to receive training services if they are at least 18 years old and provide the supporting documentation to verify their right to work eligibility as outlined in both state and Workforce Connections' policies.

13. The following describes what supporting documentation will be required when training services have been deemed appropriate for an individual;

a. Documentation indicating the individual has received at least one intensive service must be established prior to receipt of training services.

b. When applicable, special participant populations must meet low income eligibility criteria detailed under the State of Nevada WIA Compliance Policy—Priority of Services and documentation to support at least one of the following:

(1) For individuals with substantial language or cultural barriers

(a) Self Certification

(b) English as a Second Language Evaluation

(2) For ex-offenders

(a) Prison records

(b) Prison identification

(c) Other documentation from correction agency

(3) For homeless individuals: Written statement from social service agency, shelter, or individual providing temporary shelter

(4) For Demand occupations:

(a) Describe what supporting documentation will be required to ensure that the selection of a program of training services is linked to employment opportunities either in the local area or in another to which the individual is willing to relocate. [§663.310];

(b) At least one of the following sources must be used to document occupations that are directly linked to employment opportunities in the Southern Nevada Workforce Investment Area or in another area where the jobseeker is willing to relocate:

(c) Demand occupations listing published by the Department of Employment, Training, and Rehabilitation or from appropriate state agency where the individual is willing to relocate; Training agreement signed by the employer; Local want ads or internet website announcements, indicating at least three openings; Letter or telephone contact with employers; or Three job order searches documented in the service's comment's section of NJCOS. For individuals willing to relocate, a written statement from the jobseeker indicating their willingness to relocate must accompany the documentation previously listed.

14. The following describes the criteria used by Workforce Connections to determine the appropriate length of time for an OJT contract;

- a. Workforce Connections has established policy guidelines for service providers to limit OJT contracts to the period of time that is required for the participant to become competent in the occupation for which they are being trained. The start and end dates of training must appear in service providers' contracts with associated employers.
- b. The justification for the timeframe must be documented in the participant's individual employment plan (IEP) based on the skill level of the participant and required occupational skills of the job, the participant's work history, and any other factor that may effect the time period of the training.

15. The following and attached describes the guidelines/policy(s) established for providing OJT or Customized Training Activities. Please see Workforce Connections Policy 3.8—Attachment H for what types of supportive services will be available for OJT participants:

- a. Workforce Connections authorizes its contracted service providers to deliver participant's supportive services. Duplicate participant supportive services must not be made available through other agencies, and the participant must be unable to provide such service for themselves, and the supportive services are necessary, reasonable, and allowable in accordance with WIA to allow the participant to participate in employment and training activities.
- b. Generally, the following are allowable supportive services in accordance with Workforce Connections' policies: transportation, i.e., bus pass/tokens, dependant care, housing assistance (rental assistance), employment related equipment and supplies, and additional supportive services necessary for the participant to engage in WIA training activities (Such as Health/Sheriff Cards, eyeglasses, and minor auto repairs.)

16. The following describes what limits on the amounts or duration of funds for supportive services have been established [663.810]

- a. Workforce Connections allows its service providers the flexibility to develop supportive services policies and procedures that are tailored and deemed appropriate to meet the needs of the local community.

b. Workforce Connections requires service providers to develop policies and procedures that include the following assurance elements:

(1) That coordination and referrals with other entities are in place to prevent duplication of services;

(2) That the support services provided are allowable, necessary, and reasonable for the individual to participate in WIA Title I activities. **Note:** Supportive services shall not be provided as a stand-alone service, and must only be provided to support other WIA activities;

(3) That all services providers' staff is knowledgeable of other support resource entities that are accessible within the Workforce Investment Area;

(4) Criteria that determine when funds are unavailable for necessary support services, and how such services may be provided and funded; and

(5) Criteria that ascertains the provisions as to the granting of an exception to the established criteria of service and cost of services.

17. The following describes how the level of needs-related payment will be determined [663.840]: Workforce Connections does not authorize needs related payments.

18. The following describes how the "deficient in basic skills literacy" criteria in [§664.2000 (c) (1) will be defined and documented]

Workforce Connections uses the State of Nevada definition for basic literacy skills deficiency, which reads as follows: The individual computes or solves problems, reads, writes, or speaks English at or below the eighth grade level or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society.

19. The following describes the use and control of the five (5) percent window for the non-economically disadvantaged youth participants [§664.220];

Workforce Connections does not encourage services to non-economically disadvantaged youth participants. However, when such services do occur, service providers must document the exception prior to service delivery.

20. The following describes the design framework for youth program design [§664.400] in the local area, including the ten required program elements listed in this section. [WIA Section 129 (c) (2) and §664.410];

a. Workforce Connections has designated several youth providers to serve as the focal points for all youth service delivery in the Southern Nevada Workforce Investment Area. Funded youth service providers along with independent youth services vendors ensure quality youth services are delivered to eligible youth participants.

b. Funded youth service providers will be selected by Workforce Connections to provide management and control of WIA youth funded programs. Service providers are responsible for outreach, recruitment, screening, determination/certification of eligibility of youth for WIA programs, and coordination of youth support services and activities consistent with the rules, regulations and guidelines established by Workforce Connections.

(1) Youth services provided shall include, but are not limited to:

(a) Recruitment;

(b) Outreach;

(c) Screening;

(d) Certification of eligibility of WIA youth participants and referral to appropriate agencies;

(e) Coordination with the Nevada JobConnect system;

(f) Labor Market Information;

(g) Outreach to determine employer's needs;

(h) Job Development;

(i) Organizing job fairs;

(j) Referring qualified older youth to employers for employment opportunities

(3) Two concepts are at the heart of managing the WIA youth programs: **Integration of systems resources and services, plus performance-driven outcome based measurements.**

(a) **Integration of systems, resources and services** are ultimate goals which go beyond co-location and technological access to provide a seamless, single referral source to all eligible youth customers.

(b) **Performance-driven outcome based measures** are the criteria by which successful youth programs are judged. Measures which will be followed are: entered employment rate, wage at placement, wage gains at follow up, employment retention, credential rate, basic skills, work readiness and/or occupational skills attainment, secondary school diploma or equivalent attainment, and customer satisfaction.

(4) **Ten Required Program Elements:** There are ten required program elements, of which eight must be available to all eligible youth participants through Workforce Connections' funded youth providers:

- (a) Tutoring, study skills training, and instructions leading to secondary school completion, including school dropout prevention strategies.
- (b) Alternative secondary school offerings.
- (c) Summer employment opportunities directly linked to academic and occupational learning.
- (d) Paid and unpaid work experiences, including internships and job shadowing, as provided in 20 CFR 664.460 and 664.470.
- (e) Occupational skill training.
- (f) Leadership development opportunities that include community service and peer-centered activities encouraging responsibility and other positive social behaviors.
- (g) Supportive services that may include the services outlined in 20 CFR 664.440.
- (h) Adult mentoring for a duration of at least 12 months, that may occur both during and after program participation.
- (i) Follow-up services as outlined in 20 CFR 664.450 for at least 12 months.
- (j) Comprehensive guidance and counseling, including drug and alcohol abuse counseling as well as referrals to counseling as appropriate the needs of the individual youth.

21. The following describes how Workforce Connections will ensure that service providers adhere to the 30% minimum expenditure requirement for out of school youth programs;

- a. Each youth service provider is required to indicate both in-school and out-of-school youth served, and the amount of funds expended in each category on every youth services reimbursement invoice submitted.
- b. Workforce Connections financial staff reviews all youth services invoices and their required monthly financial reports to ensure funding for services delivered to out-of-school youth is at least 30% of the total amount expended.

22. The following describes the planned rapid response provider and activities at the local level;

Service providers are teamed with employer services rapid response staff members. Upon receipt of a rapid response notification, service providers assign appropriate staff to deliver briefings and core services to jobseekers identified as a result of rapid response activities.

23. The following describes how Workforce Connections will coordinate rapid response activities with the State Rapid Response Team;

Workforce Connections staff and its funded service providers are members of southern Nevada rapid response teams. Coordination is an integral part of Workforce Connections' contracted service providers' role in support of rapid response activities.

24. The following identifies the entity responsible for the disbursement of WIA grant funds:

Workforce Connections has the sole responsibility for disbursing WIA grant funds to contracted service providers/funded partners. In turn, service providers have the responsibility for disbursing WIA funds to participants in the form of service delivery.

25. The following describes the competitive and noncompetitive process that will be used to award grants and contracts for activities under Title I including how potential bidders are being made aware of the availability of grants and contracts;

Workforce Connections uses the Request for Proposal (RFP) process to solicit service providers' proposals. All proposals are reviewed and rated during a competitive process conducted by qualified evaluators using Workforce Connections evaluators' selection process. Respondents are made aware of RFPs through published newspaper announcements and posting of RFPs on Workforce Connections' website at: www.nvworkforceconnections.org.

26. The following describes how Workforce Connections will identify training providers to be recommended for certification as eligible for receipt of WIA vouchers from individual training accounts (ITAs);

Training providers are recommended to the State of Nevada for approval based on their capacity to effectively deliver training services to eligible participants. Workforce Connections' staff reviews all southern Nevada training providers' certification request applications and provides input to the State of Nevada with an appropriate recommendation.

27. The following describes the process for requesting a provider be removed from the eligible training provider list;

a. Workforce Connections' staff monitors and assesses all training providers' delivery of required training services and activities. After providing technical assistance and recommended corrective action, Workforce Connections' staff

conducts follow-up reviews to verify training providers' corrective action and compliance of training services delivery.

b. If appropriate corrective action or progress is not made, Workforce Connections staff recommends to the State of Nevada Workforce Investment Support Services (WISS) that the identified training provider be removed from the approved eligible training providers list.

28. *The following describes how the consumer report (performance information)[§663.570] will be prepared and updated, including any supplemental information to be provided customers in supporting informed customer choice and achievement of local performance measures [§663.575];*

The State of Nevada has the responsibility for preparing consumers training reports. Upon receipt of consumer training reports, they are posted and made visible at each Nevada JobConnect One-Stop Center and service providers' local offices.

29. *The following describes the process for identifying eligible providers of youth activities [WIA Section 123];*

All youth service providers are identified through a competitive process using RFP solicitations. Upon receipt of service providers' proposals, Workforce Connections' staff conducts a technical assistance review to verify all necessary components outlined in the RFP were met. Workforce Connections' staff also provides qualified proposals evaluators inputs regarding the performance of current/incumbent proposers/respondents. Upon completion of evaluators' review of proposals, recommendations for award and funding are to the youth council for review and make further recommendations to Workforce Connections' Board of Directors for award approval.

30. *The following identify the criteria Workforce Connections uses in awarding grants for youth activities including criteria used to identify effective and ineffective youth activities and providers.*

a. Generally, Workforce Connections uses the following criteria for awarding grants for delivery of youth activities:

(1) Program Design (Proposals respondents/service providers must illustrate their program overview, outline their program goals and performance measures; describe the effectiveness of their case management services; demonstrate their job placement services, indicate what supportive services they plan to deliver, and outline youth services outreach and recruitment strategies);

(2) Ability to Serve Special Youth Populations (Ex-offenders, foster children, economic disadvantage, and physically impaired youth)
Collaborations and partnerships (Service providers must describe their employment and training linkages and collaborative efforts);

(3) Available Funds to Leverage with WIA Services and Activities (Service providers must indicate non-WIA funding sources and the amounts available for leveraging);

(4) Creativity and Innovation in Delivering Effective Youth Services (Service providers are required to outline their agency's creativity and innovation in developing and delivering youth employment and training services);

(5) Experience in Serving Youth to Achieve Skill Credentials (Service providers are required to illustrate their ability to help youth attain educational achievements, skills and qualify for apprenticeships);

(6) Program Management Systems (Demonstrated capacity to capture participant data and submit reports on a regular basis in a timely manner);

(7) Financial Management System (Service providers must submit their cost allocation plan and demonstrate the effectiveness of their financial system);
and

(8) Services to the Entire Workforce Investment Area (Service providers must describe their agency's strategy to provide youth services throughout Southern Nevada Workforce Investment Area).

b. Each area is scored using a point scale, with heavier weighted points designated to areas where Workforce Connections places significant emphasis. After proposals are rated/scored, they are placed in an order of merit and the providers/respondents receiving the highest score are awarded grant funds to deliver employment and training services to eligible youth.

31. The following describes the limitations placed on ITAs, such as the dollar amount and/or duration:

Workforce Connections has not established a dollar limitation for individual training accounts (ITA); however, Workforce Connections does encourage occupational training services not to exceed a period of 12 months.

32. The following describes how performance information will be gathered and reported;

a. Workforce Connections requires all service providers (who have been awarded WIA Title I funds to provide client services), to use its central database, i.e., NV Trac. Workforce Connections' NV Trac system contains all the required data elements to address local, state, and federal programmatic reporting requirements, including performance information. Workforce Connections develops monthly reports that delineate programmatic and financial performance by service provider. These reports are distributed to the service providers and Workforce Connections board members.

b. Workforce Connections Board of Directors review and evaluate the reports to ensure proper accountability and oversight measures are in place for federal, state, and local compliance requirements. Workforce Connections' NV Trac system also interfaces with the Department of Employment, Training, and Rehabilitation (DETR) Nevada

JobConnect Operating System (NJCOS). Workforce Connections NV Trac system contains all necessary programmatic reporting requirements, including performance information for all WIA partners, promoting seamless service delivery.

33. *The following describes common data systems in place to track progress;*

a. As previously indicated, Workforce Connections requires all of its contracted/funded service providers (who have been awarded WIA Title I funds to provide client services), to use its centralized NV Trac system. Workforce Connections' NV Trac system contains all the required data elements to address local, state, and federal programmatic reporting requirements, including performance information. Workforce Connections' staff develops monthly reports that delineate programmatic and financial performance by service provider. These reports are distributed to the service providers and Workforce Connections Board of Directors.

b. Workforce Connections Board of Directors review and evaluate the reports to ensure proper accountability and oversight of established performance measures are in place to satisfy federal, state, and local compliance requirements. Workforce Connections' NV Trac system also interfaces with the Department of Employment, Training, and Rehabilitation (DETR) Nevada JobConnect Operating System (NJCOS). Workforce Connections' NV Trac system contains all necessary programmatic reporting requirements, including performance information for all WIA partners, promoting seamless service delivery.

34. *The following describes how customer satisfaction information will be collected;*

Workforce Connections encourages its service providers to capture customer satisfaction through a variety of methods, not limited to suggestion boxes, comment cards, telephone surveys and point of service surveys. Workforce Connections' staff coordinates with the state entity to provide required data necessary for the state to complete the Department of Labor mandated customer satisfaction.

35. *The following describes the financial control and fund activity procedures to assure proper dispersal of, and accounting for federal funds in accordance with GAAP applicable in Nevada at the local level. Financial controls are established as outlined in the following Workforce Connections policies and its internal fiscal management procedures:*

- a. Cost Classification and Allocation—Policy 2.1
- b. Procurement—Policy 2.2
- c. Contract/Proposal Modification—Policy 2.3
- d. Financial and Fiscal Reporting—Policy 2.4
- e. Property Management—Policy 2.5
- f. Youth Services Invoicing—Policy 2.6
- g. Adult/Dislocated Worker Services Invoicing—Policy 2.7

- h. Cash Management—Policy 2.8
- i. Contractor Budget Modification—Policy 2.9
- j. Program Income—Policy 2.11
- k. Audit Process/Debt Resolution—Policy 2.12
- l. Allowable Costs—Policy 2.13
- m. Subrecipient Program Funds Carry Forward Process—Policy 2.14
- n. Debt Management—Policy 2.15
- o. Workforce Connections Internal Fiscal Management Procedures, Dated February 2011; Revision in Process with Estimated Completion Date of June 30, 2012.

36. *The following describes how fiscal control and accounting procedures, including those of subrecipients, will be sufficient to provide information pertaining to sub-grant and contract awards, obligations, unobligated balance, assets, expenditures and income;*

In addition to Federal and State regulations and policies, Workforce Connections policies outline the requirement for subrecipients/service providers to follow. Through monthly financial status reports, reimbursement invoices, approved budgets, and costs allocation plans, Workforce Connections financial staff will verify, validate and document its financial activities as well as those of its subrecipients.

37. *The following describes how fiscal control and accounting procedures, including those of subrecipient, will be sufficient to provide effective internal control to safeguard assets and insure their proper use;*

a. Through annual independent audits required for Workforce Connections and its subrecipients, and monitoring of internal financial controls and procedures, sound safeguards have been established to ensure proper utilization of awarded funds and resources.

b. Also, through frequent financial desk reviews of contracted service providers' are conducted daily, and on-site fiscal monitoring reviews at least annually; Accounting procedures and fiscal controls will be thoroughly checked with the results reported to Workforce Connections' Budget Committee.

38. *The following describes how fiscal control and accounting procedures, including those of subrecipient, will be sufficient to allow comparison of actual expenditures with budgeted amounts for each subgrant;*

- a. Workforce Connections' financial department develops monthly financial reports/statements that reflect actual expenditures in comparison to budgeted amounts. Such reports are reviewed by Workforce Connections' Board of Directors and its budget committee during its formal public committee and board meetings.
- b. Subrecipients/services providers' monthly financial reports are reviewed by Workforce Connections' financial department and compared with their approved budgets.

39. *The following describes how fiscal control and accounting procedures, including those of subrecipient, will be sufficient to provide source documentation to support accounting records;*

- a. As outlined in Workforce Connections' policies, reimbursement invoices, payment vouchers, receipts, along with other supporting documents (back-up information), and comprehensive reimbursement data and information are required for payment approval and funds disbursement.
- b. All financial records along with supporting documents are maintained for at least three years from the date of last activity, financial transaction or questionable costs determination.

40. *The following describes how fiscal control and accounting procedures, including those of subrecipient, will be sufficient to allow proper charging of costs and cost allocation;*

- a. Workforce Connections' reimbursement invoices/vouchers are designed to identify appropriate costs allocated among programs.
- b. All invoices/vouchers request for reimbursement payments are reviewed and verified for proper program costs allocation prior to approval for payment and funds disbursement.

41. *The following describes how fiscal control and accounting procedures, including those of subrecipient, will be sufficient to permit preparation of required reports;*

Workforce Connections financial records are organized and maintained to allow for prompt access and data collection for reporting purposes. For example, bank reconciliations and financial trial balances are reviewed at least monthly against source documents and reports are prepared using the extracted data/information.

42. *The following describes how fiscal control and accounting procedures, including those of subrecipient, will be sufficient to trace transfer of funds to be at the level of expenditure adequate to establish that funds have not been used in violation of the restrictions on use of funds;*

a. As previously indicated, Workforce Connections' financial records are organized and maintained to allow for prompt access and data collection for reporting purposes. Documentation of funds transfers and contracts and amendments, and budgets require revision when necessary to match awarded contracts.

b. Along with budget adjustments, revisions of contract statements of work are also required to justify expenditures in accordance with compliance requirements.

43. *The following describes how fiscal control and accounting procedures, including those of subrecipient, will be sufficient to permit transfer of program income, potential stand in costs and other funds that are allowable;*

a. Workforce Connections' policies require program income and stand-in costs and other allowable funds/resources to be reported monthly in financial status reports. Contracted service providers must provide Workforce Connections monthly financial status reports no later than the 15th day of each month following the end of each quarter.

b. Workforce Connections' financial department tests and monitor's service providers' financial data and records to ensure proper reporting of accrual funds, program income and potential stand-in costs.

44. *The following describes the oversight role and responsibilities of Workforce Connections, including technical assistance as necessary and appropriate, in monitoring its own WIA activities and those of its subrecipients;*

a. Workforce Connections has developed policies and procedures, and assigned its staff members fixed responsibilities and accountability for the monitoring and oversight of all WIA programmatic and fiscal activities.

b. Using Workforce Connections' programmatic and fiscal monitoring review plan, its staff shall schedule on-site monitoring reviews with all its subrecipients at least annually. During monitoring reviews, Workforce Connections' staff will check and test subrecipients' programmatic and financial activities and services to ensure they comply with WIA and all related regulations and policies.

(1) Upon completion of on-site monitoring reviews, reports of findings, recommendations, suggestions and corrective action will be documented to show each subrecipient's performance and capacity to follow compliance guidance and directives.

(2) Programmatic activities and services shall be tested and verified to determine that allowable expenditures have been made against appropriate cost categories and within the cost limitations specified in WIA and applicable regulations and policies.

(3) Desk and on-site monitoring reviews shall be conducted on a regular basis to determine whether or not subrecipients are complying with provisions outlined in WIA and all applicable laws and regulations.

L. Cost Allocation Plan

1. *The following outlines Workforce Connections Cost Allocation Plan:*

a. The purpose of the cost allocation plan (CAP) is to allocate the agency's costs and record such costs in the expense ledger on an equitable basis across to all grants awarded, with all partners and/or programs sharing in cost of the operation of Workforce Connections.

(1) Workforce Connections Board of Directors have elected to limit its staff operating costs to 10%. Limiting operating costs at 10% ensures at least 80% of all Workforce Investment Act formula dollars are targeted for direct clients' services. The 10% programmatic allocation along with statutory 10% administrative limitation will allow Workforce Connections the flexibility to promptly coordinate and execute critical employment and training initiatives to meet southern Nevada's demand-driven workforce needs.

(2) A bi-weekly time system that identifies actual hours worked by staff on various activities.

(2) A monthly time review that distributes direct and indirect staff hours, i.e., administrative programmatic, to final time objectives (activities by grant) and calculates the proportional relationship among the grant objectives. These percentage allocations are used to allocate salary costs.

(4) A chart of accounts and an expense recording system that allow for direct and indirect costs to be recorded at the time of payment or when incurred. The costs are allocated to the final cost objectives (grant, cost category, partner agency) based on the following allocation methods.

(a) **Direct Costs:** All direct cost chargeable to a final cost objective (grant, cost category, partner agency) must be supported by appropriate time distribution records for personnel costs or appropriate source documentation for non-personnel costs. The supporting documentation must show that the direct cost has a specific relationship to the final cost objective.

(b) **Indirect Costs:** Indirect costs have no specific relationship to a particular final cost objective and, accordingly must be allocated. Workforce Connections charges various salary and operational costs to non-final cost objectives (temporary funds) to the final cost objectives (grant, cost category, partner agency) they benefit. The allocation is based on appropriate methods that are fair, reasonable and equitable.

b. Allocation of Indirect Costs:

(1) Indirect costs are those that are charged in the expense ledger to various non-final cost objectives, called temporary funds, pending allocation to the final cost objectives. The temporary funds charged are determined by the nature of the cost. The following are the allocation methods used to allocate indirect costs.

(a) Salary: The monthly staff time analysis calculates the percentages to be used in charging costs to the final cost objectives (grant and cost category). Direct labor hours are recorded under the appropriate final time objectives (activities by grant) and the labor percentages are calculated per final time objective. Labor percentages are calculated for all final time objectives as a group, as well as separately for program final time objectives, and separately for administration final time objectives, as well as individually by employee.

(b) Individual labor percentages are used to distribute individual salary expense to the final cost objectives and to indirect salary expense, which in turn is allocated to the final cost objective by applying the specific program labor percentage or the administration labor percentage.

(c) General Indirect Costs: Allocated by labor percentages—the amount of expense in general indirect cost is allocated to the benefiting grants by applying the labor percentages or hours contributed (worked) to the program.

(d) Facility Costs: Allocated by space usage/number of assigned staff members/labor percentages—Costs identified as related to the physical occupancy of office space, including all Nevada JobConnect One-Stop Center, are gathered in these temporary funds, which include staff salary costs.

i. First, pre-determined proportions are periodically calculated for the following categories:

(I) Grant specific space: Calculating the amount, and proportion, of Workforce Connections' space used for activities directly traceable to a specific grant.

(II) Administration space: Calculating the amount, and proportion, of Workforce Connections' space used for activities that are classified as administration under the grants.

(III) Program space: Calculating the amount, and proportion, of Workforce Connections' space used for activities that are classified as program under the grants.

(IV) One-Stop Center Space: Calculating the amount, and proportion, of non-Workforce Connections space used for activities such as One-Stop partners.

(V) Telephone extensions: Calculating the number, and proportion, of extensions used for each category, grant specific, administration, program, and One-Stop Center partners.

ii. Second, costs are allocated into categories by applying the proportions determined by the periodic measurement and calculation of the space usage and the number of telephone extensions. The expense attributable to a specific grant or agency is recorded as such.

iii. Third, the amount determined allocable to administration is charged to the temporary administration costs and consequently allocated to the administration cost category of the benefiting grants based on the formula used for the funds.

iv. Fourth, the amount determined allocable to the program category is distributed among the benefiting grants using the program labor percentages.

v. Fifth, the amount determined allocable to non-Workforce Connections, such as One-Stop System partner agencies, is charged to accounts specific to each partner agency.

c. Indirect administration costs: Allocated by administration labor percentages—the monthly personnel time analysis includes percentages based on the proportion of staff hours charged to the administration final time objectives. The amount of costs is allocated to the benefiting grants using these percentages.

d. Indirect program costs: Allocated by related program labor percentages—the monthly staff time analysis includes percentages based on the proportion of staff hours charged to the program final time objectives. The amount of costs is allocated to the benefiting grants using these percentages.

e. Fringe benefit costs: Allocated by labor percentages—the monthly staff time analysis includes percentages based on the proportion of staff hours charged to final time objectives (activities by grant). The amount of costs is allocated to the benefiting grants using these percentages.

2. Calculation of Labor Percentages and Allocation of Salary Costs:

a. Time objectives: Time objectives are used in recording hours on timesheets and the time analysis worksheets. A time objective is represented by activity, and if identifiable; grant codes. The codes allow for the identification of hours charged by Workforce Connections' staff based on activities performed. The activities are correlated to the corresponding cost categories under each grant.

(1) Non-final time objective: Defined as identifiable activities that benefit several grants. Hours incurred by Workforce Connections' staff in activities that benefit several grants are charged to non-final time objectives on timesheets. Hours charged to non-final time objectives are accumulated in the

time analysis and allocated to final time objectives based on the proportion of hours directly charged to final time objectives.

(2) Final time objective: Defined as an identifiable activity benefiting a specific grant. Hours incurred by Workforce Connections staff in activities that benefit specific grants are charged to final time objectives (activities by grant).

3. *Time distribution records: Workforce Connections time distribution system includes the following:*

- a. A timesheet accounting for the total hours that each employee worked.
- b. The timesheet serves as a system to summarize employees' time and attendance, showing a comprehensive view of the activities of each employee.
- c. Timesheet entries are prepared on a weekly basis.
- d. Timesheets are signed by the employee and a supervisor and/or the executive director or designated staff members with signature authorization who has knowledge of the activities performed by the employee.
- e. Where an employee performs a single activity that can be chargeable to more than one cost objective, the time distribution of the employee's activities may be split between benefiting cost objectives based on an equitable distribution method.
- f. Distributions based on budgeted estimates of employee activities shall not be used.

4. *Time Analysis and Distribution: Workforce Connections shall utilize the following time analysis and distribution system:*

- a. This process will produce two sets of percentages:
 - (1) Individual labor hour percentages for the distribution of individual salary cost to final cost objectives, and
 - (2) Collective labor hour percentage for the distribution of indirect costs.
- b. The monthly personnel time analysis calculates the percentages to be used in charging costs to the final cost objectives (grant and cost category). Direct labor hours are recorded under the appropriate final time objectives (activities by grant) and the labor percentages are calculated per final time objective. Labor percentages are calculated for final time objectives as a group, as well as separately for program final time objectives, and separately for administration final time objectives, as well as individually by employee.
- c. Individual labor percentages are used to distribute individual salary expense to the final cost objectives and to indirect salary expense, which in turn is allocated

to the final cost objective by applying the specific program labor percentage or the administration labor percentage.

d. The labor percentages, program labor percentages, and the administration labor percentages are used to distribute non-salary expense to the appropriate final cost objective.

(1) The hours chargeable to final time objectives are distributed as recorded on the timesheets.

(2) The hours charged to non-final time objectives (program and administration pools) are allocated to the corresponding final time objectives (program or administration activities by grant) based on the following methods:

(a) Pooled (indirect) program hours are distributed based on the proportionate number of direct labor hours charged to the program final time objectives.

(b) Pooled (indirect) administrative hours are distributed after the direct program hours have been distributed to the grants, and the direct administration hours have been distributed to the grants. The pooled administrative hours are distributed based on the proportionate number of direct program hours, plus direct administration hours charged to the program and administration final time objectives.

e. **Distribution of Salary Costs:** Salary costs are charged to final cost objective by applying individual staff percentages to individual salary costs, after the time analysis is completed.

14. SECOND PUBLIC COMMENT SESSION:

Members of the public may now comment on any matter or topic, which is relevant to or within the authority or jurisdiction of the Board. You may comment now even if you commented earlier, however, please do not simply repeat the same comment you previously made. Please clearly state and spell your name and state your address for the record. Each comment will be limited to three (3) minutes