2017 Out-of-School Youth Request for Proposals

Application Format

A. Cover Sheet

Applicant Name: Arbor E&T, LLC d/b/a ResCare Workforce Services

Program Name: Out-of-School Youth Program for Information Technology and Tourism, Gaming, & Entertainment Industry Sectors

Number of Program Participants: 70

Amount Requested: $810,825.00

Contact Person/Title: Anita Yang, Regional Director

Phone Number: (619) 204-2660

Fax Number: (502) 394-2249

Physical Location of Program: Reno Town Mall
4001 South Virginia Street, Suite #D2
Reno, NV 89502

Mailing Address (if different):

E-mail Address: Anita.Yang@rescare.com

Website Address: www.rescare.com
B. Assurances

I am authorized by my Board of Directors, Trustees, other legally qualified officer, or as the owner of this agency or business to submit this proposal for an Out-of-School Youth Program.

We are not currently on any Federal, State of Nevada, or local Debarment List.

We have, or will have, the fiscal control and accounting procedures to ensure that Workforce Innovation and Opportunity Act funds will be used as required by law and contract.

We will meet all applicable federal, state, and local compliance requirements. These include, but are not limited to:

- Maintaining records to accurately reflect actual performance;
- Providing record confidentiality, as required;
- Reporting financial, participant, and performance data, as required;
- Complying with federal and state non-discrimination provisions; and,
- Meeting all applicable labor laws.

As an authorized representative of the organization listed above, I hereby certify that the information listed above and attached to this application is true and accurate, and I am aware that any false information or intended omissions may subject me to civil or criminal penalties for filing of false public records and/or forfeiture of any training award approved through this program.

[Signature]
Name
[Signature]
President
[Date]
C. Organizational Information

1. Entity Type:

Arbor E&T, LLC d/b/a ResCare Workforce Services (RWS) is a limited liability company incorporated in the Commonwealth of Kentucky on November 19, 2002. Arbor Education and Training became Arbor E&T, LLC, and was subsequently acquired by ResCare, Inc. RWS is not a 501(c)(3) organization.

2. Brief History:

ResCare, Inc., is the nation’s leading private provider of human services designed to assist individuals to reach their highest level of self-sufficiency. With over 50,000 employees, ResCare serves more than 1.2 million people each year at thousands of locations in the U.S., Puerto Rico, and Canada through three primary lines of business – Residential Services, HomeCare Services, and Workforce Services. As a wholly-owned subsidiary of ResCare, Inc., RWS has provided workforce development services nationally since 1968. For 49 years, RWS has effectively supported the communities we serve across the nation, developing and delivering well-qualified talent to meet the demands of local businesses. With over 2,600 dedicated team members nationwide, RWS currently operates 81 federally-funded workforce programs in over 400 locations across 27 states and Puerto Rico serving businesses, adults, dislocated workers, youth, the reentry population, individuals with disabilities, veterans, low income families, and others seeking employment that leads to long-term employment, self-sufficiency, and career advancement. These programs include integrated One-Stop Career Centers and stand-alone projects funded by the Workforce Innovation and Opportunity Act (WIOA), Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Vocational Rehabilitation, Ex-Offenders, Reentry, Refugee, Childcare, Trade Adjustment Assistance (TAA), and others, as well as the operation of 11 Job Corps Centers.

RWS has provided workforce development services in Nevada since July 2015. As the One-Stop Operator and service provider in Southern Nevada, we have enrolled over 1,200 individuals, provided training services to 700 individuals, and placed 770 individuals with an average income of $13.28. In January 2017, RWS was awarded a $1 million contract to provide services to 130 youth over 18 months. We are piloting a program to provide workforce development services in two rural libraries that will be rolled out in phases beginning in July 2017 across Southern Nevada.

With any project, our partnership plans are driven by business demands for skilled workers and our desire to deliver ever more efficient and effective services for job seekers. We followed the same approach in our decision to partner with New Horizons Career Development Solutions (New Horizons) for training services in this project. After a comprehensive review of the January 2017 report on In-Demand Occupations prepared by the Governor’s Office of Workforce Innovation for a New Nevada, we determined to focus our proposed project within the Information Technology (IT) and Tourism, Gaming, and Entertainment sectors, two areas with the greatest demand and opportunity. The report notes that “occupations that appear in the IT sector…show up in every of the other seven industry sectors,” and that in Tourism, Gaming, & Entertainment, “[s]everal large employers stated they had hundreds, and at times, thousands of unfilled openings.” New Horizons is a private post-secondary school specializing in developing courses and training for job seekers, incumbent workers, and IT professionals in the latest technology, software applications, and office skills. They are approved to operate through the Bureau of Private Post-Secondary Education (BPPE) and the Nevada Commission on Post Secondary Education. New Horizons is approved on Nevada’s WIOA Eligible Training Providers List (ETPL).

New Horizons works with RWS in southern Nevada and California. For the last three years, New Horizons has trained 823 employees for 226 Northern Nevada businesses out of their Reno office. From their Reno office, New Horizons has trained employees for several employers in both the IT and Tourism, Gaming, & Entertainment sectors, including Apple, Atlantis Casino Resort, Carson Nugget, Grand Sierra Resorts, Microsoft SATV, Oracle, Sands Regency, Slot World, and Worldmark by Wyndham, as well as several city and county government agencies across the northern Nevada region. Also, they have provided employee training for employers from the other in-demand sectors, such as Carson-Tahoe Regional Healthcare, EP Minerals, Granite Construction Company, Indexx Laboratories, Silver Standard Marigold Mining Company, and the U.S. Fish & Wildlife Service.

RWS principals are our governing Board of Managers which operates in a similar capacity as a Board of Directors:

- Edward “Mark” Douglass, Manager
- Stephen Hendricks, Manager
- Michael Hough, Manager & Chairman
- Adam Taylor, Manager & President
- Michael Vu, Manager
- Bradley Williams, Manager & Vice President
- Kevin Fisher, Assistant Treasurer
- Ralph Gronefeld, Jr., Treasurer (Interim)
- Steven Reed, Secretary

Principals of New Horizons are:

- Kevin Landry, Chief Executive Officer & Owner
- Cindy Sutherland, VP of Career Development
- Vic Emurian, Chief Operations Officer
- Anna Nursalim, Chief Financial Officer

In Exhibit 2, we have provided resumes for the RWS key Project, Leadership, and Service Delivery Team members who will support the project. For staff we have yet to hire, we have included the respective job descriptions.

3. Recording:

All RWS projects have a financial management structure that includes a designated Project Accountant (PA) who provides daily
support at the project level, a Business Manager at the regional level who ensures fiscal compliance, and the Director of Revenue Cycle who oversees all financial activities for RWS. All Nevadaworks funds received and expended will be recorded separately through established standard RWS procedures. The PA will close each month and review the project’s balance sheet with the Project Director (PD) and Regional Business Manager. The PA will also monitor project level activity to ensure accounting policies and procedures are properly executed; develop, prepare, and support the annual budget; assist in the forecasting of fund availability; and account for all project expenditures.

The PA will partner with the PD to communicate with Nevadaworks regarding financial-related matters, prepare customer billings, and assist during internal and external monitoring. Our Regional Business Manager will assist with monitoring the cost allocation plan; review invoice accuracy; oversee the financial month end close; perform comprehensive fiscal file reviews; ensure compliance with federal, state, and local funded programs; assist with daily operations, and provide training to the PA on an as-needed basis.

4. Reporting:
RWS uses the Oracle Accounting System for accounting and fiscal reporting. Oracle enables financial management of multiple locations, contracts, and funding streams and electronically integrates financial data between local projects and our corporate headquarters. Within Oracle, revenue categories group expenditure types and event types for revenue and invoices, and are also used to define accounting rules. Expenditures are divided into expenditure categories and revenue categories. Within these groups, expenditures are further classified by expenditure type classes, expenditure types, and nonlabor resources. Monthly reports are generated that include income statements, balance sheets, and general ledgers. Sub-ledgers are interfaced directly into the Oracle financial system. Subsidiary ledgers consist of fixed assets, accounts receivable, accounts payable, and payroll. Cash receipts and expenditures of funds are identified separately per funding source and can be tracked to source documentation maintained for audit purposes. The system ensures proper accounting of costs in accordance with funding source regulations.

5. Expenditure Detail Procedure:
Each month, RWS books are closed within five business days, allowing adequate time for financial reviews among each project, the Regional Director (RD), and the corporate Planning and Analysis Department. Variances to prior months, YTD or within the current month’s statements, are examined and variance explanations are generated or corrections made as needed to ensure 100% accuracy in the financial statement of each project. The local PA prepares the invoice and all required backup, such as bills, invoices, statements, and receipts for materials, equipment, payroll time sheets, and leave requests. Expenditure detail will include vendor name and address, date of purchases, description of items purchased, amount of order, and person placing the order. The PD reviews the invoice prior to signing and submitting.

ResCare has a robust invoice review process which requires that the PD ensures that the invoice matches the general ledger, procurement policies were followed, cost allocation aligns with the cost allocation plan, profit criteria is supported by required documentation and that the indirect and profit rates were calculated in alignment with the contract. The Regional Manager conducts monthly reviews, with random thorough reviews to include source documentation. Should any errors be discovered at any level of review, RWS will notify the Board to determine the preferred method for correction.

Our PD and PA meet at least bi-weekly to review the funds utilization report that provides a current financial snapshot of the project; this review forms the basis of projecting future expenditures based on current spending requirements and ensures that funds are available for upcoming planned operational activities. Our system of Supported and Aligned Quality drives continuous improvement in all aspects of our work, and provides customers with the assurance that we will consistently deliver services in compliance with requirements and expectations. RWS projects have both an Internal and External Monitoring Plan and our financial systems not only safeguard the funds entrusted to us, but also ensure that we fully invest all funding in the most efficient and effective way possible.

6. Compliance with Fiscal Requirements:
For 49 years, RWS has financially managed government-funded programs for numerous funding sources. Our organization has extensive experience handling multiple federal, state, and local funding sources in accordance with OMB Circulars, Federal Acquisition Regulations, Sarbanes-Oxley, and Generally Accepted Accounting Principles (GAAP). We successfully manage and account for state and federal funds from sources that include the WIOA, TANF, SNAP/FSET, NEG, Rapid Response, Reentry, Child Care Services, and more. Nationally, RWS oversees $226 million from all funding sources.

7. Additional Organizational Information:
RWS has operated government- and grant-funded workforce development programs, including sector-based programs, nationwide since 1968. All RWS programs focus on Putting People to Work through a demand-driven system based on the needs of area business in-demand sectors. We employ local team members to operate our programs that have a strong understanding of the market. Team members use local labor market information, relationships with business-serving organizations and industry associations, as well as insights gained from experience and literature to identify and target businesses in need within targeted sectors.

Aside from our vast national experience in providing Adult, Dislocated Worker, and Youth services and operating One-Stop Centers, we design and operate sector-based centers to meet the needs of local employers in several locations. Examples of these include our healthcare career centers in Chicago, New York, and Louisville; manufacturing career center in Louisville; and our retail-focused efforts in Denver and New York. In New York City, New York, RWS operates Workforce1 where we prepare and connect qualified candidates to healthcare job opportunities in the city through clinical healthcare and credentialed social service openings. In the most recently completed 12 months, this program served 8,045 individuals and 110 employers. Similarly, we operate a healthcare sector
In all of our workforce development projects, we recognize the importance of, and are highly successful in, forming and maintaining relationships that support exceptional service delivery. The proposed training partnership between RWS and New Horizons in northern Nevada has several benefits:

- Training programs created in conjunction with advisory groups consisting of businesses in Nevada with projected in-demand occupations and requiring in-demand job skills,
- A technology-driven learning environment to provide job seekers with hands-on experience to assure learning retention,
- Soft skills training that help job seekers learn how to conduct oneself in the workplace,
- Industry-recognized certification preparation and exams, and
- New Horizons’ Lifetime Retake Policy which allows students to come back to refresh their skills as needed at no extra cost.

Co-locating the RWS sector center with New Horizons provides an easily accessible center that is strategically located with Nevada JobConnect located on the floor above. The balance of the RWS business model with the New Horizons training curriculum experience will address the diverse needs of job seekers and businesses throughout the 13-county area of northern Nevada.

As a national company, RWS leverages its tools, technology, best practices, processes, and experience across all operations with the cost distributed among all RWS programs across the U.S. Therefore, these benefits are offered at a much lower rate than our competitors and ensure ongoing sustainability of the program. Additionally, RWS is committed to connecting with and establishing meaningful relationships with the region’s network of community providers and partner service providers to assure a full range of services and resources are brought to the program. Furthermore, RWS assists local boards to bid on new opportunities that bring additional funding to the area to support enhanced workforce services and close any funding gaps created during fluctuations in participation or funds. We will use our partnerships, organizational qualifications, and ability and willingness to partner with Nevadaworks on new prospects to increase access to services, establish new employment opportunities, and potentially secure in-kind and additional leveraged resources to further support program efforts. RWS’ resources, ability to leverage costs, and robust capacity to collaborate throughout communities allow us to fully maximize the workforce funds associated with this program. As a result of the ever-changing workforce landscape, business demands continue to transform. As such, our One-Stop model, known as Talent Delivery Model, was reinvented and is proactively addressing the known regulations of the WIOA legislarution, as well as those areas of the Act that have yet to be finalized, in workforce operations across the country. In addition to this Out-of-School Youth sector-based proposal and other sector-based proposals for Adults and Dislocated Workers, RWS has submitted proposals to provide services to Adults, Dislocated Workers, and Out-of-School Youth through the Talent Delivery Model in the designated One-Stop Center in the Reno/Sparks metropolitan area.

Should RWS be awarded this contract, as well as a One-Stop contract, we propose to co-locate a Navigator in the One-Stop to enable us to easily leverage resources and integrate the systems to support one another. We will share all business intelligence we gather about IT and Tourism, Gaming, & Entertainment sector needs with the designated One-Stop Center and local economic development partners to ensure that the sector initiatives being developed have the benefit of the data we collect. As a result of our efforts to coordinate business services with the northern Nevada region’s sector initiatives, we will be a key contributor to economic growth and development. RWS is also willing to collocate in other One-Stop Centers should the Board determine it to be appropriate for the 13 counties of the northern Nevada area.

### D. Program Narrative

#### 1. Target Population Recruitment and Assessment:

Our recruitment planning begins with identification of the target populations we serve and connection to organizations in the communities that work with similar populations. The table that follows outlines our plans for recruitment and outreach.

<table>
<thead>
<tr>
<th>Target Population</th>
<th>Outreach and Recruitment Strategies</th>
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<tbody>
<tr>
<td>OSY who dropped out of high school or who are of compulsory school age but have stopped attending</td>
<td>We will connect with local high schools and school districts to identify drop-outs. We will seek referrals from area colleges/universities and Adult Education programs, community outreach with social service, public housing, and public assistance agencies.</td>
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<tr>
<td>OSY who are low income high school graduates but are not connected to school or work, have low basic skills or are English language learners</td>
<td>High Schools identify seniors who are graduating but are likely to be disconnected from work or postsecondary education; we conduct targeted one-on-one outreach and broader marketing (mailers, social media, and texts) to potential enrollees. Approximately 10% of all the OSY we serve are high school graduates with low basic skills or limited English ability. Our services are attractive because they fill the gap between their high school education and their next career move.</td>
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<tr>
<td>OSY subject to the juvenile or adult justice systems</td>
<td>Connect with the county juvenile and adult justice systems (courts, probation and parole). Outreach to Nevada Department of Corrections transition programs to connect youth to transition services. Young adult Nevadaworks jobseekers with criminal records. In Dayton, Ohio, our youth program is used as an alternative sentencing option by judges. We supplement RoadMaps to Success® work readiness training, incorporating our Fresh Start curriculum to help offenders overcome employment barriers.</td>
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In early 2015, after the passage of WIOA, RWS worked across our company and within each of our projects to incorporate and adapt customer flow processes that reflect the changes in the law, as well as local priorities for how young adults will be served. RWS’ proposed program uses Career Pathways and the 14 WIOA Elements to ensure that youth/young adults receive meaningful and relevant education and career readiness services leading to placement in postsecondary education and/or employment, credential attainment, and skills gains. Our evidence-based program, as depicted in the graphic below, incorporates comprehensive assessments that are used to develop an Individual Service Strategy (ISS) to engage young adults in meaningful activities and services and lead to credential attainment, skills gains, and placement in employment or education. In Northern Nevada, we plan to serve 70

participants through our Out-of-School Youth (OSY) Sector Center for IT and Tourism, Gaming, & Entertainment.

Our process begins with outreach and recruitment. RWS develops recruitment plans that include partner referral sources and recruitment activities, and establishes initial and ongoing timelines for recruitment. RWS visits agencies and partners, attends their staff meetings, provides program details and the referral process, then hosts weekly meet-and-greets. Across the 13-county region, we will develop referral agreements with organizations that will help identify potentially eligible out-of-school youth and refer them to us for services. At our successful One-Stop Career Center in Las Vegas, RWS works with the Youth Advocate Programs (YAP), Nevada PEP, Juvenile Justice Services, Saint Jude’s Ranch for Children, Youthbuild, and the Ethiopian Community Development Council. We will cultivate similar relationships throughout northern Nevada, recognizing the necessity for a variety of referral and recruitment sources to reflect the “diversity of land, people, and now, economic opportunity” as referenced in the Nevadaworks Local Workforce Development 4-Year Plan.

We focus attention on activities that connect the most youth to our program services by meeting them where they are. These tactics include broadcast and social media, flyers in libraries and teen centers, community secondary and charter schools, current partner locations, high school dropout lists, Childcare and TANF/SNAP, and other locations where young adults gather. RWS has a strong social media presence with Facebook, Instagram, and Twitter, which we use to recruit new young adults to our programs. We will create a local social media presence for northern Nevada within the sector center. We also rely on word-of-mouth and student referrals. Once the center is operational, alumni of the program often assist in recruitment and retention efforts.

After outreach to and engagement with young adults, we use a three-step process to determine who enrolls in the program and becomes actively engaged in workforce development activities:

**Orientation** – Each young adult we engage is provided a full orientation to the program elements and requirements focusing on the benefits of participation. Upon referral, an appointment is set up within 2 business days informing participants of the documentation required for eligibility. During orientation, youth receive the program handbook that outlines all activities, provides a program schedule, details attendance and participation expectations, grievance procedures, and program termination policies. Intake continues with registration in the statewide management information system (MIS) and collection and verification of eligibility documentation. During program registration, RWS will ask each youth to provide their name, address, birthdate, Social Security number, ethnicity/race, veteran status, disability status, and proof of income as appropriate. Priority of service is given to veterans and their eligible spouses.

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**Target Population** | **Outreach and Recruitment Strategies**
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Homeless or runaway young adults | Connect to the homeless assistance programs in the region. Many have education and employment programs with which we can engage and support. Nationally, all RWS youth programs serve homeless individuals. We understand the dynamic and the need for a safe and stable living environment as part of the overall career pathway plan.
Foster youth or those who have aged out of the foster system | County Child & Family Services Departments as well as City and County Community Services Agencies connect with aging out foster youth who need independent living services and skills development.
Pregnant or parenting young adults | Community Services Agencies can identify young adults who are seeking subsidized child care in order to work. High school-based teen parent programs often refer youth who have dropped out or stopped attending school. Many of our WIOA young adult programs are supplemented by TANF funds to serve young parents. For example, in South Central, PA we receive TANF dollars that are integrated seamlessly with WIOA funds to expand both the numbers of young parents we can serve and the menu of services and support we can provide. As a TANF provider in many locations, we understand the program requirements and can assist young parents to comply while moving forward with their career.
Disabled young adults | Referrals from area high schools of students with disabilities who need assistance to transition to school or work. ResCare is a human services company that serves thousands of individuals with disabilities across all lines of business each year. For RWS youth programs, we draw on the resources of “Pathways to Employment for Youth”, a tool kit developed by the National and Community Service partnership with the U.S. Office of Disability Employment Policy to ensure we are connected to best practices in serving youth with disabilities.
Assessment – Our assessment process is designed to determine the youth’s education and employment background; to identify education, basic skills, and life skills gaps; to determine the Career Pathway entry point; and to serve as the starting point for the ISS. Participants will complete the following assessments:

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<tr>
<th>ASSESSMENT TOPICS</th>
<th>ASSESSMENT TOOLS</th>
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<tbody>
<tr>
<td>Academic Skills Level</td>
<td>TABE and GED Academy™ tests to determine basic math, reading, and language skill levels and functioning in relationship to GED and other academic requirements, such as college entrance examinations.</td>
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<tr>
<td>Occupational Skills/Work History</td>
<td>Prior Work History and Education identifies job experience and skills, establishes employment history, if any, and any formal skills.</td>
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<tr>
<td>Interests and Aptitudes</td>
<td>ResCare Career Pathways Explorer™, a visual personality assessment, gives participants a better understanding of their personality as related to careers.</td>
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<tr>
<td>Foundational and Supportive Needs</td>
<td>MoneySKILL® and Financial Needs Analysis identify areas of financial need. Casey Life Skills Assessment evaluates each young person’s independent living/life skills. Informational Interviews supplement formal assessment to identify prior work history, education, and support services needed.</td>
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Individual Service Strategy (ISS) Development and Enrollment – Following assessment, the Case Manager/Supervisor works one-on-one with each youth to develop their ISS to: (a) identify and set employment, education, career pathway, and personal development goals; (b) identify service objectives and a service plan of action to achieve the identified goals; and (c) document services provided and results. We embrace the ISS as a living document that is the critical foundation of the young adult’s participation and motivation. The ISS is updated no less frequently than monthly in order to evaluate progress and celebrate success.

Our career pathways strategy focuses on the region’s demand occupations in IT and Tourism, Gaming, & Entertainment with the right connections to training providers, employers, and industry associations to ensure successful pursuit of available positions. We ensure that hands-on experiences (field trips and work experience) are available to become educated about industries before entering a pathway. Our knowledge of the eight sectors demonstrates a direct connection between training, hiring, and salary, guiding youth to realistic goals.

Youth who are not eligible for the WIOA OSY Program will be referred to the NevadaWorks One-Stop Center for services. Depending on the services that the young adult requires, he/she will be referred, with a warm handoff, to a community-based organizations, faith-based organization or government agency.

2. Required Youth Program Elements:

RWS incorporates the WIOA-required 14 elements seamlessly throughout the program, based on individual need as determined through assessment and identified in the ISS. Our delivery is supported by RWS proprietary tools as described in more detail in Exhibit 3. RWS online systems are available 24/7 from any internet-connected computer to support the face-to-face, high-touch services we will offer to the youth of northern Nevada. The following table describes our delivery strategy for each element:

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<th>Delivery Strategies</th>
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<tbody>
<tr>
<td>Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that leads to completion of the requirements for a secondary school diploma or HSE, or a recognized postsecondary credential.</td>
<td>RWS will utilize ResCare Academy™ to provide academic remediation and proficiency assessment, and introduce GED Academy™ to facilitate GED preparation. Youth/young adults that are attending secondary and postsecondary school can participate in our student success workshops that help participants be successful in school; RWS provides TASC Prep Academy for drop-out recovery and high school equivalency preparation. To prevent drop-out, we will use a Department of Education evidence-based practice to identify the “risk factors” and the “protective factors” of a student.</td>
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<tr>
<td>Alternative secondary school services, or dropout recovery services, as appropriate.</td>
<td>Re-enrollment in regular high school, enrollment in alternative schools recognized by northern Nevada school districts as eligible to award high school diplomas, TASC Prep Academy and regional adult education programs as an alternative to regular high school, and GED Academy™.</td>
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<tr>
<td>Paid and unpaid work experiences that have academic and occupational education components, which may include summer employment and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and on-the-job training opportunities.</td>
<td>RWS will develop agreements with employers for the provision of work experience, internship and/or OJT with skills attainment goals. We will use local LMI and RWS Supply and Demand Portal to identify companies in the region that represent targeted industries and are hiring for development of work experience opportunities. Bi-weekly evaluation of the youth by the worksite supervisor and by RWS team members. RWS payroll processing and reimbursement to employer of OJT wages paid. Matching of young adults with opportunities for any of these options will be related to their career goal and offered concurrent with academic and/or occupational education activities.</td>
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<tr>
<td>Occupational skill training in programs that lead to recognized postsecondary</td>
<td>Youth may gain industry-recognized credentials related to their career goals. Career Pathway participants will complete short-term occupational training offered with</td>
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<tr>
<td>credentials aligned with the eight industry sectors identified by the State's economic development system.</td>
<td>New Horizons to gain in-demand IT credentials. Educational Pathway participants will gain a high school diploma/HSE concurrent with a career certificate in a demand industry and prepare for transition to postsecondary education. All participants take ResCare Academy™ courses to explore different occupations and predict future postsecondary success.</td>
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<tr>
<td>Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation or occupational cluster.</td>
<td>Credential training through local schools concurrent with HSE preparation; youth can earn certificates while attaining academic and work readiness skills. Project CEO, TASC Prep Academy, ResCare Academy™, OJTs offered concurrently with education through partnerships with local employers and/or postsecondary education providers. Sector-specific trainings for IT and Tourism, Gaming, &amp; Entertainment in-demand occupations offered in collaboration with New Horizons. Curriculum in cultural diversity and conflict resolution; interviewing preparation and mock interviews; support services.</td>
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<tr>
<td>Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.</td>
<td>RWS will establish and maintain a Youth Leadership Council made up of program participants to teach, demonstrate, and reinforce leadership skills. During program activities, youth will work in groups to research, analyze, and report on social or political issues that affect them in their everyday lives. We will connect youth to volunteer opportunities and assist groups to organize and carry out community service projects. Youth will be assigned to complete ResCare Academy™ courses that build leadership skills. We will connect with Northern Nevada Health Services Agencies to provide presentations on living healthy and responsible lifestyles. Participants will be invited to serve as peer mentors or to make presentations to new participants during orientation and at center activities to build leadership skills.</td>
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<tr>
<td>Supportive services including referrals and limited payments for transportation, dependent care, housing, application/testing or certification fees, reasonable accommodations for individuals with disabilities, legal aid, health care, books/supplies, and training materials such as uniforms/work attire and tools.</td>
<td>Direct provision of those support services that are provided for in the contract budget and allowed under Nevadaworks policies. Connection to community partners for mental health, substance abuse and other counseling services. The need for all services provided will be established in the ISS and the outcome of the service(s) provided detailed in the ISS updates.</td>
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<tr>
<td>Adult mentoring for the period of participation and a subsequent period of not less than 12 months.</td>
<td>Our Navigator will identify employer partners who encourage mentoring by their employees and connect youth to individuals who can support program participation and career pathway development. We train worksite supervisors to provide mentoring for enrolled youth participating in work-based learning. We will also use online mentor recruiting networks to identify potential mentors and match them to youth. In all cases, RWS will ensure mentors have the background and skills to provide high quality, career-focused connections with youth.</td>
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<tr>
<td>Follow-up services for not less than 12 months after participation, as appropriate. Follow-up may be different for each participant based on their individual needs but is more than a contact or attempted contact for reporting purposes.</td>
<td>Structured follow-up that includes “alumni” activities, career advancement training, past participants as peer mentors or speakers; drop-in hours for assistance; contact with employers or schools for updates; use of social media.</td>
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<tr>
<td>Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.</td>
<td>RWS TDS provides career and academic counseling—may be supported by postsecondary guidance. Other types of needed counseling are provided through structured referral agreements with area resources. RWS team follows up to ensure participation in and receipt of services needed.</td>
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<tr>
<td>Financial literacy education including budgeting, saving, financial decision-making, credit, debt, credit reports and scores, financial products, and identity theft. Should be age-appropriate and available through multilingual materials.</td>
<td>RWS provides MoneySKILL®, an online curriculum that educates young adults in the basic understanding of money management fundamentals in the content areas of income, expenses, saving, investing, credit and insurance. Guest speakers from area banks or financial institutions.</td>
</tr>
<tr>
<td>Entrepreneurial skills training including the values and basics of starting a business, enterprise development and experiential learning programs.</td>
<td>ResCare Academy™ links to Alison free online learning for young entrepreneurs. Connection to SCORE, economic development organizations, and Chambers of Commerce small business support. Small business owners and entrepreneurs are invited speakers to work readiness activities.</td>
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In determining services, RWS looks first to community resources we have established to fulfill these needs before using WIOA funds. Our established partnerships with mandated, community-based, and faith-based organizations in the region offer the best customer experience without expensive duplication of services.

For this sector-based project, RWS will partner with New Horizons to deliver the primary IT certificate and credential training programs. As a ETPL-authorized training provider, New Horizons currently offers over 70 courses in the Reno location. These courses primarily focus within the IT sector, but have many applications for occupations that appear in most of the other industry sectors. Additionally, they are an authorized training provider for 14 industry-recognized software and certification organizations, meeting each organization’s specific individual requirements for instructor certification, facility specifications, administrative procedures, and customer satisfaction metrics.

New Horizons has over 10 years of experience in delivering job training and placement services related to federal workforce development programs, including classroom training for youth and young adults. As part of their ongoing commitment to technology, education and community, New Horizons launched a scholarship program for Nevada’s future technology leaders called the Early Career Acceleration Program (ECAP). The program is a solutions-based scholarship, philanthropy, and economic stimulator available through locations serving northern Nevada. ECAP also enables local businesses to adopt a high school when they purchase training and become a donor for the scholarships. Across their services, New Horizons has a proven record of meeting or exceeding performance outcomes for training completion and job placement. In the past five years, New Horizons has trained over 4,100 WIOA participants with a 94% program completion rate. In 2013, 2014, and 2015, the New Horizons average placement rate was 75%.

All New Horizons instructors are multi-certified with some of the highest student satisfaction ratings in the industry. The average tenure of their instructors is 14 years. All instructors are Subject Matter Experts with real work experience, constantly updating their certifications, ensuring they are well-versed and prepared for each training opportunity. At the end of each class, students are asked to evaluate the instructor and class using the industry standard third-party learning evaluation, Metrics That Matter. As a Managed Partner for many of the software manufacturers, New Horizons is required to maintain an overall score of 8.2 on a 9-point scale.

New Horizons has developed and implemented unique programs to serve various special populations. In 2013, New Horizons partnered with Brandman University to develop curriculum and deliver training for the Department of Labor Workforce Innovation Fund IT Cluster Competitiveness Project. The project focused on creating demand-driven training to meet the needs of employers and workers. New Horizons led the development of the curriculum; Brandman and New Horizons together delivered the training.

Similarly, an example of our innovative service delivery is a sector project RWS currently operates in Los Angeles, California. We partner with the Hospitality Training Academy (HTA) - the training arm of the UNITE HERE LOCAL 11 labor union that represents culinary and room attendant workers across the hospitality industry in Los Angeles, including concessions at LAX, the new stadium being built, and several hotels. Through our partnership, we jointly recruit underrepresented and underserved populations, low-income adults, underemployed adults, and dislocated workers. RWS enrolls them in WIOA and provides basic career services, individualized career services, support services, and follow-up services. HTA provides pre-vocational training in computers and VESL, and vocational training in culinary, barista, and room attendant services. Additionally, they assist with hospitality industry job placement.

With this sector-based proposal, we want to combine these unique experiences of both partners, RWS and New Horizons, to best benefit OSY job seekers and businesses of northern Nevada. To ensure the greatest opportunity for skill attainment and training satisfaction, RWS will ensure that any job seeker for whom training is a part of their IEP will have a choice of all other possible regional ETPL-approved providers, aside from and including New Horizons, available through coordination with the planned designated One-Stop Center. Also, we will seek other potential partners for sector-relevant trainings as we have done with our southern Nevada center, where we offer STEM-related workshops and activities with other partners like the Willow Beach National Fish Hatchery, Transmosis, AMR, and Steamatic.

### 3. Work Experience (WEX) Components

We are committed to the value of work experience as a critical component of youth pursuing their career pathways. We have allocated 35% of our total program funds to offer work experience opportunities to Out-of-School youth. Our staffing plan reflects our focus on the development and management of quality experiences for the youth/young adults we will serve.

The need for work experience as an overall component of a young person’s workforce preparation will be identified as part of the ISS development process. Locations will be selected based on the young person’s career pathway goals by targeting those businesses that are able to provide high quality experiences and who are willing and able to adequately supervise the youth and document their
performance and learning gains. We will use all available options for work-based learning with a priority for those options that are most likely to lead to unsubsidized employment:

- **Paid Work Experience** will be used for youth in need of gaining experience in a given industry or occupation so that they will gain both skills and workplace competencies that will allow them to secure employment in their chosen occupation.

- **Internships** also provide youth with exposure to occupations by spending time in direct contact with and under the supervision of people who do the type(s) of jobs the youth has chosen to pursue. Youth make future employment connections and hone their occupational skills.

- **Job Shadowing** is used to assist youth in honing their career pathway selection as well as observe and interact with adults who are performing the jobs young people have chosen to pursue.

Work-based learning (WBL), such as paid work experience, internships and job shadowing is one of the most critical components of our program design, and our goal is to maximize the number of youth who are able to receive this valuable service as well as to ensure the quality of experiences are fully supportive of youth career objectives. With our youth programs at the southern Nevada One-Stop Center, we enable WBL activities with the Senior Center of Boulder City, Saint Jude’s Ranch, and American Medical Response (AMR). We will partner with similar organizations across Nevadaworks’ 13-county region to offer such youth opportunities.

### 4. Outcomes and Follow-Up Services

We have 42 years of experience providing services for youth and young adults. Our expertise in operating programs is foundational to our understanding and implementation of the WIOA regulations and local policies to integrate services across the WIOA, Adult Education, Wagener-Peyser, Vocational Rehabilitation, and other partners and funding streams. We know how to triage to identify the right services for the right person at the right time.

After young adults exit the program, regardless of their status at exit, they are provided with a minimum of twelve months of follow-up services. We contact the exited participants at least monthly. We maintain positive relationships with the youth/young adults to ensure continued engagement/re-engagement and provide structured monthly activities for those who have completed program services or exited the program prior to completion. We monitor ongoing success in work and/or school, and connect youth to services as needed. If an exited participant loses his/her job or leaves postsecondary education during the follow-up period, we immediately re-engage them in activities that will lead to employment or re-enrollment in education. We will develop an alumni program, a proven strategy that encourages past participants to continue their involvement through drop-in hours, participation in workshops and activities, and interaction with current participants as positive role models. The goal of follow-up services is to support retention in employment and/or education, earnings gains, and the attainment of additional career credentials toward long-term career pathways.

For the OSY Sector Center, RWS has set the following performance goals in line with Nevadaworks expectations:

<table>
<thead>
<tr>
<th>Program Performance Measure</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education or training activities or employment in the 2nd quarter after exit</td>
<td>64.1%</td>
</tr>
<tr>
<td>Education or training activities or employment in the 4th quarter after exit</td>
<td>47.3%</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>63.9%</td>
</tr>
</tbody>
</table>

We meet outcomes through the technology we have developed supporting the numerous quality tools to ensure our projects are meeting and exceeding performance requirements and funder expectations. Our **Best In Class™ (BIC)** quality improvement and measurement system assesses operational conformance to federal and funder requirements, as well as to company policies and procedures. This proactive approach includes an internal self-assessment completed quarterly and an annual external on-site review conducted by trained and certified reviewers. **BIC** reviews support continual improvement in both program performance and compliance by identifying strengths and gaps and opportunities for improvement. We believe the more clearly our employees understand the requirements of their daily job performance, the more likely it is that they will be able to accomplish the desired results. The following outlines several of the interrelated components included in this comprehensive review process.

- Leadership
- Planning
- Customer Satisfaction
- Quality Management
- Corrective Action
- Incident Management
- Fiscal Management
- Sustainability
- Agility
- HR Management and Development
- Compliance
- Technology
- WIOA Standards
- One-Stop Standards

A plan of correction is developed for each sub-area as necessary to address any identified deficiencies. Once the deficiency is evaluated and the course of action is completed, the management team re-assesses to ensure the problem has been rectified.

As part of **BIC**, RWS develops detailed plans for and then conducts internal quality assurance reviews on a monthly basis. The review of case and financial files allows for the assessment of individual and team performance. Our quality assurance monitoring reviews check for proper eligibility documentation, allowability of program expenses, and timely data entry into the MIS, as well as verify that
program policies and procedures are being followed. Should any discrepancies be identified, RWS immediately acts on findings and implements corrective action and policy reviews. Tools include formulas to identify team members who need additional training. Training ensures each team member understands and follows program regulations and includes post-tests to ensure comprehension and monitoring to verify compliance.

The PD is responsible for ensuring all quality assurance processes are followed and appropriate action is taken to address issues. The Quality Assurance Coordinator will conduct specific weekly and monthly activities related to monitoring and self-evaluation, including client file reviews and comparing system reports of participant activity and outcomes to hard copy file documentation. The PA reviews source documents for all expenditures and ensures they reconcile to actual charges.

We also use the following internal review and accountability processes and tools to support high quality, compliant operation of all programs:

- **Weekly Support Calls** – The RD holds weekly scheduled calls with the PD to review program and contract performance and compliance.

- **Weekly Score Card** – Each week, all RWS projects electronically prepare and submit a scorecard that assesses project status in areas of human resources, community and funder relations, programmatic performance, and financial investment/performance. RDs review with the PD any areas of actual or potential deficiency; and, if needed, the RD will request a project-level Performance Improvement Plan.

- **Performance Tracking System** – At initial contract award and for any subsequent modifications affecting performance requirements, RWS identifies all measures in a shared database and sets up a rolling 12-month tracking matrix. Each month, the PD updates the database with real-time performance information. The PTS report is reviewed by the RD and Regional Vice President and detailed calls are held with any project that has deficiencies. Additional resources from the Service Delivery Team may be deployed to assist the project in exceeding performance expectations.

This combination of high quality tools, intensive processes, and team member accountability supports our ability to meet and exceed expected outcomes by providing high quality, compliant services and programs.

5. **Program Implementation Timeline:**

The following table provides an outline of our proposed Program Schedule. Completion of each item listed within the plan are contingent upon Nevadaworks review and approval, partner input, and final contract requirements. This plan is intended to be a living document that is revised regularly based on area needs, innovations, and changes in priorities. As such, tasks may be added, edited, or removed with approval from the Board. Even though it is not explicitly stated in each month’s plan, RWS continuously tracks, monitors, reviews, and evaluates quality, performance, financials, customer satisfaction, relationships with partners and Nevadaworks, and more in order to deliver exceptional performance that results in positive impacts for the region’s economy, area businesses, and families and individuals that reside in the 13 counties.

<table>
<thead>
<tr>
<th>MAY 2017</th>
<th>JUNE 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award notification on or before May 23, 2017</td>
<td>Recruiting, hiring, &amp; training of Center staff</td>
</tr>
<tr>
<td>Contract Negotiations with Nevadaworks</td>
<td>Evaluation of any caseload</td>
</tr>
<tr>
<td>Begin Location setup</td>
<td>Review, transfer, and notification to clients</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>JULY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational</strong></td>
</tr>
<tr>
<td>All new hires to complete Nevadaworks training to ensure compliant, accurate, complete, and timely case management and documentation; RWS employees complete initial training (new hire information, contract-specific, compliance, etc.)</td>
</tr>
<tr>
<td>Implement formal referral process with supportive service providers and community based organizations for individuals to receive the support needed to eliminate barriers; First release and training of RWS tools for youth (ResCare ResumePro™, and Roadmaps to Success℠)</td>
</tr>
<tr>
<td><strong>Youth</strong></td>
</tr>
<tr>
<td>Analyze local labor market information to determine additional employers to be marketed for services; Begin employer outreach and tracking; First release and training of RWS tools for businesses (Unmatched Business Briefcase, Supply and Demand Portal)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AUGUST 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational</strong></td>
</tr>
<tr>
<td>Begin ongoing evaluation and refinement of the Talent Delivery Model; Begin ongoing monthly meeting with Center partners to discuss performance, improvement opportunities, partner support, and forecast of future operations; Begin ongoing Best In Class℠ quality assurance reviews and activities, where appropriate, adding tasks and reviews throughout the program year; Begin ongoing monthly update of Performance Tracking System; Begin ongoing month-end full financial review and forecasting activities</td>
</tr>
<tr>
<td><strong>Youth</strong></td>
</tr>
<tr>
<td>Begin ongoing conduct of weekly group and daily one-on-one orientations for youth; Refine the Talent Delivery Model flow to include days and times for assessment and one-on-one meetings and Individual Career Plan development for those who need individualized services; Establish schedule for Roadmaps to Success℠ workshops and begin ongoing classes; Second release and training of tools (WorkKeys, ResCare Career Pathway Explorer™)</td>
</tr>
<tr>
<td><strong>Business</strong></td>
</tr>
<tr>
<td>Ongoing participation in industry associations and other economic development and business-serving membership groups; Begin ongoing conduct of daily and weekly employer outreach, service provision, and tracking; Begin hosting monthly...</td>
</tr>
</tbody>
</table>
We are open to such negotiation, including revising our budget, explaining our calculations, and identifying our methodology behind the creation of our budget, representing year one of the contract. The proposed costs described below are compliant with spending requirements set forth in the RFP. Please note values may not total due to rounding.

The budget was developed under the assumption that a resulting contract would include the full project scope where RWS serves the One-Stop Designed Adult, Dislocated Worker and Out-of-School youth population as well as the Technology and Gaming and Entertainment Sectors for Adult, Dislocated Worker and Out-of-School Youth and accounted for savings and efficiencies that can be leveraged across populations served. Should the Board determine it to be in its best interest and the interest of its customers for RWS to serve a portion of the populations, modifications to this budget will be required. We are open to such negotiation, including revising the targeted number to be served and other details.

## 1. Personnel Costs:

We propose a staffing model that includes the positions listed in the following table, which details the wages and the number of full-time equivalents proposed for each position budgeted. We budgeted 25% of the Career Coaches’ time to be dedicated to WEX-related activities, which is captured under the WEX Component. All staff except the Project Accountant and HR Specialist will assist with data collection and entry.

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Annual Wages</th>
<th>Number of FTEs</th>
<th>Total Annual Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>$70,000</td>
<td>0.16 FTE</td>
<td>$11,200.00</td>
</tr>
<tr>
<td>Project Accountant</td>
<td>$60,000</td>
<td>0.16 FTE</td>
<td>$9,600.00</td>
</tr>
<tr>
<td>QA Manager</td>
<td>$47,000</td>
<td>0.16 FTE</td>
<td>$7,520.00</td>
</tr>
<tr>
<td>QA Specialist</td>
<td>$43,000</td>
<td>0.3686 FTE</td>
<td>$15,851.09</td>
</tr>
<tr>
<td>Sector Navigator</td>
<td>$50,000</td>
<td>0.3686 FTE</td>
<td>$18,431.50</td>
</tr>
<tr>
<td>Program Manager</td>
<td>$50,000</td>
<td>0.3686 FTE</td>
<td>$18,431.50</td>
</tr>
</tbody>
</table>
RWS offers a performance-based incentive to its Project Directors worth up to 15% of total wages; $1,680. Payments are approved and paid annually by RWS’ Board of Managers based on quarterly benchmarks. Project Directors are expected to meet these benchmarks in order to receive some or all of the incentive. *FICA payroll taxes are calculated as 7.65% of total wages and equals $22,107.69. Federal unemployment is calculated as 0.19% of total wages and equals $548.93. State unemployment is calculated as 3.84% of total wages and equals $11,087.75. Medical benefits/health insurance, including medical, dental, and vision, is calculated as 9.13% of total wages and equals $26,384.73. Workers’ Compensation is calculated as 3.39% of total wages and equals $9,796.74.

2. Operating Costs:
Staff Travel: RWS hosts conferences for Project Directors throughout the year. Cost, including airfare, lodging, and meals total $720. Also, employees will travel to meet with customers; mileage reimbursement is budgeted at $0.32 per mile for 900 miles per month; equals $3,456.00. Office Expenses/Equipment: consumable office and printer supplies include, but not limited to, pens, folders, paper, toner, etc.; calculated as $526.98 per month and equals $6,323.79. Postage and courier fees are $40 per month and equals $480. Equipment includes computers and phones for each employee and network/server setup at $11,845.95 for the year. Professional Services includes audit, required in order to receive federal funds, is calculated as 0.20% of revenue and equals $1,023.85. Employee payroll processing is calculated as $10 per month per FTE and equals $784.19. Software license fees are calculated at $313 per FTE and equal $2,045.43. Background checks and drug screens at $55 each for 8 staff; equals $440. Dues and subscriptions for chamber of commerce memberships and industry literature are $276.47 per quarter and equals $1,105.89. Other education is calculated as $50 per FTE and equals $326.75. Cell Phones for a portion of the Project Director, Program Manager and both Career Coach Supervisors at $35 per month and equals $1,062.02

3. Participant Costs:
Assessment Expenses is calculated as $1,320 per year. Training Materials is calculated at $7,721.96 per year. Incentives is calculated at $5,000 per year. Work Experience Staff Salaries for WEX Component includes 25% of the total Career Coaches salary and fringe and equals $18,313.05.

4. Work Experience (WEX) Components:
Work experience wages for 70 participants are calculated at $9.00 per hour for 25 hours per week for 11 weeks and equals $173,250. FICA and workers’ compensation for each participant is calculated at 11.04% of participant wages and equals $19,126.80 for a total cost of work experience of $192,376.80. In total, RWS allocated 35.09% of the proposed budget for the work experience component, meeting the established minimum requirement of 35%.

5. Indirect Costs:
Indirect costs represent those common costs associated with the efforts of RWS’ operations. We use the modified total direct method to establish our indirect rate, which is independently audited. Expense includes such items as salaries, fringe benefits, travel, proprietary tools, administration, professional services, corporate support, and miscellaneous items. Indirect is calculated as 9.55% of direct cost; equals $40,570.06.

6. Cost Sharing:
New Horizons is providing in-kind dollars for additional building space, computers, workstations and chairs, total equals $5,800.
## Out-of-School Youth Budget Detail Worksheet

<table>
<thead>
<tr>
<th>Description</th>
<th>Requested Amount</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel Costs:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Salaries</td>
<td>$272,564.19</td>
<td>33.62%</td>
</tr>
<tr>
<td>Taxes and Benefits</td>
<td>$66,358.00</td>
<td>8.18%</td>
</tr>
<tr>
<td>Other (list)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Based Incentive</td>
<td>$1,680.00</td>
<td>0.21%</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>$340,602.19</td>
<td>42.01%</td>
</tr>
<tr>
<td><strong>Operating Costs:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Travel</td>
<td>$4,176.00</td>
<td>0.52%</td>
</tr>
<tr>
<td>Office Expenses/Equipment</td>
<td>$18,649.74</td>
<td>2.30%</td>
</tr>
<tr>
<td>Other (list)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Services</td>
<td>$5,726.11</td>
<td>0.71%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$2,605.70</td>
<td>0.32%</td>
</tr>
<tr>
<td>Cell Phones</td>
<td>$1,062.02</td>
<td>0.13%</td>
</tr>
<tr>
<td>Advertising</td>
<td>$934.84</td>
<td>0.12%</td>
</tr>
<tr>
<td>Rent/Utilities</td>
<td>$21,154.69</td>
<td>2.61%</td>
</tr>
<tr>
<td>Furniture</td>
<td>$10,273.08</td>
<td>1.27%</td>
</tr>
<tr>
<td>Profit/Mgt Fee</td>
<td>$46,538.75</td>
<td>5.74%</td>
</tr>
<tr>
<td><strong>Total Operating Costs</strong></td>
<td>$111,120.94</td>
<td>13.70%</td>
</tr>
<tr>
<td><strong>Participant Costs:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment Expenses</td>
<td>$1,320.00</td>
<td>0.16%</td>
</tr>
<tr>
<td>Training Materials</td>
<td>$7,721.96</td>
<td>0.95%</td>
</tr>
<tr>
<td>Education Training/Tuition</td>
<td>$0.00%</td>
<td></td>
</tr>
<tr>
<td>incentives</td>
<td>$5,000.00</td>
<td>0.62%</td>
</tr>
<tr>
<td>Supportive Services</td>
<td>$20,000.00</td>
<td>2.47%</td>
</tr>
<tr>
<td>Other (list)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Experience Components (WEX):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Work Experience costs:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Salaries for WEX Component</td>
<td>$18,313.05</td>
<td>2.26%</td>
</tr>
<tr>
<td>Staff Travel for WEX Component</td>
<td>$0.00%</td>
<td></td>
</tr>
<tr>
<td>Participant Work Experience categories:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Experience</td>
<td>$192,376.80</td>
<td>23.73%</td>
</tr>
<tr>
<td>Pre-apprenticeship programs</td>
<td>$0.00%</td>
<td></td>
</tr>
<tr>
<td>internships &amp; job shadowing</td>
<td>$0.00%</td>
<td></td>
</tr>
<tr>
<td>on-the-job trainings</td>
<td>$73,800.00</td>
<td>9.10%</td>
</tr>
<tr>
<td><strong>Total WEX Components</strong></td>
<td>$284,489.85</td>
<td>35.09%</td>
</tr>
<tr>
<td><strong>Total Participant Costs</strong></td>
<td>$318,531.81</td>
<td>39.28%</td>
</tr>
<tr>
<td><strong>Indirect Costs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Cost Allocations / Overhead</td>
<td>$40,570.06</td>
<td>5.00%</td>
</tr>
<tr>
<td><strong>Total Indirect Costs</strong></td>
<td>$40,570.06</td>
<td>5.00%</td>
</tr>
<tr>
<td><strong>Total Proposed Budget</strong></td>
<td>$810,825.00</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

**WEX budget must equal 35% or more**
G. Required Exhibits (not counted in the 14-page limit)

1. Organizational Chart
2. Job descriptions or resumes of key and budgeted personnel.

MICHAEL B. HOUGH
Chief Administrative Officer, Res-Care, Inc.
President, ResCare Workforce Services

QUALIFICATIONS
Mr. Hough has extensive executive experience in the areas of operations; lean design and execution; finance; strategy; business development; and sales. He has served in an executive capacity in a number of firms since 2006, and senior management since 1998. Mr. Hough earned his MBA from the Kellogg School of Management at Northwestern University.

EXPERIENCE
Present
President, ResCare Workforce Services, Louisville, KY
Responsible for the entire scope of operations including strategy design, growth, operational excellence, team, and financial performance in a newly merged segment that includes ResCare Workforce Services and ResCare Education and Training, a combined total of over 4,000 employees in 28 states and Puerto Rico.

2012 to Present
EVP & Operations Officer, ResCare Workforce Services, Louisville, KY
Executive Vice President accountable for the Workforce operating division with 2,100 employees in 26 states, delivering over $164M in annual revenues. Led ResCare into the expert position in the world of workforce services through innovation, employer focus, and job seeker customer experience.

2011 to 2012
EVP, Operations and Global Account Management, Air Serv Corporation Chicago, IL
Executive leadership team member responsible for overall company operations with four SVP direct reports in $240M, 10,000 employee aviation services firm. Operating in 54 airports across the US and the UK, Air Serv was the largest provider of similar services in the world.

2010 to 2011
SVP, Operations and Global Account Management, Air Serv Corporation Chicago, IL
Responsible for the corporate support as well as operations and technology design, implementation, and execution for the organization’s 52 worldwide operations and 9,000 employees.

2006 to 2011
SVP, Service Delivery System and Global Account Management
SVP, Division Operations and Global Account Management
VP, Customer Service and Global Account Management
VP, Customer Service Operations, Air Serv Corporation, Chicago, IL

EDUCATION
MBA, Kellogg School of Management, Northwestern, Evanston, IL
Business Administration – Management of Information Systems University of Wisconsin Milwaukee, Milwaukee, WI
ADAM J. TAYLOR
Chief Operating Officer

QUALIFICATIONS
An experienced business leader who has been at the forefront of leading companies and diverse teams. Strong technical and business acumen with hands-on experience and a proven track record of growth resulting in global recognition as the industry leader. Proven ability to successfully identify critical business needs and develop strategies and execute plans which integrate people, processes, technology, customer experience and quality.

EXPERIENCE

2017 to Present
Chief Operating Officer, ResCare Workforce Services, Louisville, KY
Responsible for driving operational excellence in Career Center and Job Corps operations, including oversight for all project-level performance and quality. Serves as a member of the Executive Committee; helps shape the strategic trajectory of the entire workforce services division. Works with company leadership to design and implement solutions to continuously improve all operations.

2016 to 2017
Senior Vice President, U.S. Operations, ABM Aviation, Atlanta, GA
Responsible for one-half of U.S. operations in over 50 markets with 12,000 employees and $400 million in revenue. Standardized processes and client communications, improved quality scores to highest on record for major air hub, and improved productivity while sustaining quality.

2013 to 2016
Executive Vice President, Sales and Marketing/Senior Vice President, Global Accounts, AirServ (an ABM Company)
Responsible for sales strategies, retention, growth, and consistency in service delivery. Served as the liaison to key internal and client stakeholders, including executives, strategic sourcing teams, finance, pricing, process, and technology. Led the development and execution of turn-around plans resulting in over $10 million in savings.

2012 to 2013
Senior Vice President, Sales and Marketing, AirServ (an ABM Company)
Managed one of the company’s largest contracts and profitably executed the company’s service delivery model of people development, optimization of staffing, standardized safety and operational practices, and continuous improvement through data and client management.

2010 to 2012
Senior Vice President, Service Delivery, AirServ (an ABM Company)
Designed and implemented quality systems including process design, training, safety, performance management, and enabling technology systems.

2005 to 2010
Vice President, Performance Management; Director, Passenger Services; General Manager of Operations, AirServ (an ABM Company)

2002 to 2004
Solutions Sales Specialist, Eclipsys Corporation

2001 to 2002
Hardware Specialist, IBM

EDUCATION
Master of Business Administration, Finance, University of Georgia, Athens, Georgia
Bachelor of Business Administration, Finance, University of Georgia, Athens, Georgia
TIM FOSTER
Vice President of Customer & Market Development

QUALIFICATIONS
Mr. Foster has more than 25 years’ experience in working directly with clients and communities in the health and human services arena. Working in the public and private sectors, his experience includes executive leadership, budget management; strategic planning in the areas of community development and business opportunity identification and growth; also, analyzing and reporting outcomes to clients.

EXPERIENCE

2016 to Present
Vice President, Customer and Market Development - ResCare, Inc.
Participates in the company’s leadership team with strategic growth as a target; Responsible for research and development of business expansion including growth of Adult and Youth Workforce Services; Actively involved in the company’s strategic planning, growth and development planning, and partnership and community development; Manages customer and market development team, as well as business solutions group; focusing on strategic growth and building of national business briefcase

2007 to 2016
Director, Customer & Market Development - ResCare, Inc., Denver, CO
Participated in the company’s leadership team with strategic growth as a target; Responsible for research and development of business expansion including the international marketplace and growth of Youth, Workforce Services, Home Care and Residential business sectors; Actively involved in the company’s strategic planning, growth and development planning, and partnership and community development; Served as a director on the National Association of Workforce Development Professionals (NAWDP) Board, and elected member of the Executive Management team; Worked collaboratively with Colorado Department of Labor and Regional Workforce Investment Boards in Colorado

2001 to 2006
Vice President, Business and Community Development - Policy Studies Inc., Denver, CO

1999 to 2001
Manager - Boulder County Department of Social Services, Boulder, CO

1998 to 1999
Coordinator - Boulder County Health Department, Boulder, CO

1994 to 1998
Intervention Specialist - Boulder County Health Department, Boulder, CO

1990 to 1994
Therapist/Counselor - Boulder Community Hospital, Centennial Peaks Hospital, Jefferson Hall, Springwood Psychiatric Institute, Boulder, CO

EDUCATION
1994, M.S.W., Social Work, University of Denver
1983, B.S., Business Administration, University of Florida
MICHAEL VU  
Regional Vice President

QUALIFICATIONS
Mr. Vu has worked in the human services field for over 19 years, working in various departments including program, operations, and finance. He has 12 years of experience in the design, procurement, implementation, and management of multi-million dollar Welfare-to-Work programs. Mr. Vu's determination and years of experience make him extremely qualified to handle any task in the Human Services field.

EXPERIENCE

2016 to Present  
Regional Vice President - ResCare Workforce Services, Anaheim, CA  
Responsible for West Coast operation, including all aspects of program management, program design and implementation, budgetary and fiscal responsibility, team development. Process improvements, maintaining excellent communication and relationships with customers, upholding policies and procedures; Ensures contract compliance, manages quality assurance policies and procedures and maintain highest level of customer satisfaction

2009 to 2016  
Regional Director - ResCare Workforce Services, Anaheim, CA  
Responsible for all aspects of program management including, program design and implementation, budgetary and fiscal responsibility, human resource issues, maintaining excellent communication and relationships with customers, upholding policies and procedures; Ensured contract compliance, managed quality assurance policies and procedures and maintained highest level of customer satisfaction

2002 to 2008  
Project/Finance Manager - ResCare Workforce Services, Anaheim, CA  
Responsible for all aspects of program management including, program design and implementation, budgetary and fiscal responsibility, human resource issues, maintaining excellent communication and relationships with customers, upholding policies and procedures

1998 to 2002  
Assistant Program Manager, Curtis and Associates, Inc., Orange County, CA  
Assisted program manager with implementation, management and monitoring of job services and retention services contracts with the Orange County Department of Social Service. Developed policies, procedures, and implementation plans; Performed hiring, training, and development of staff. Networked with county, city, community-based organizations, and employers ensuring effective communication and quality customer service

1997 to 1998  
Trainer, Curtis and Associates, Inc., Orange County, CA

EDUCATION
MBA, Finance, Pepperdine University, Malibu, CA  
BS, Business Administration/Management, California State University, Long Beach, CA
ANITA YANG
Regional Director

QUALIFICATIONS
Ms. Yang is a skilled workforce leader with more than 25 years of experience in building strategic plans, formulating policies, managing budgets, and producing results that help strengthen labor management systems across multiple regions of the country.

EXPERIENCE

2012 to Present  
Project Director and Regional Director – ResCare Workforce Services, San Diego, CA  
Oversees the San Diego Health and Human Services TANF program for Central and North County. Region Director for Hawaii Childcare Program, Arizona TANF, Las Vegas Career Center, San Diego Career Centers, San Diego and Orange County CalWORKs.

2009 to 2016  
Senior Director, Strategic Planning & Business Development – Policy Studies, Inc., San Diego, CA  
Responsible for business development, branding, and marketing for 18 states. Facilitated and participated in national dialogue regarding healthcare reform and workforce programs throughout the country. Worked closely with customers at the county, state, and federal level to increase program metrics. Developed and lead proposal teams. Served as the Welfare to Work Operator for two regions of Los Angeles and Orange Counties.

2006 to 2008  
Senior Vice President, Operations & Business Development – Trusperity Acquisitions Corporation, San Diego, CA  
Responsible for the development and management of departmental operations encompassing corporate and property acquisitions, negotiations, mortgage and escrow services, compliance, IT, and ancillary services. Optimized technology to enhance operational efficiencies. Ensured leveraging of shared services functions to provide optimum services. Provided oversight to the Sales Manager in developing and enhancing training platforms to ensure optimal production results.

1998 to 2002  
Director of Regional Operations – Maximus, Inc., San Diego, CA  
Operational management of Welfare to Work programs. Provided direct oversight in the development and implementation of work plan and project deliverables. Responsible for project expenditures, overall fiscal management, and operational integrity. Worked closely with local Workforce Investment Boards, Career Centers, and government officials.

EDUCATION
BA, Industrial Organizational Psychology, California State University, Los Angeles, CA
PROJECT DIRECTOR

Reports to

Regional Director

Key Responsibilities

- Provide oversight to entire program and technical assistance, including assessment of customer satisfaction with program
- Approve hiring of all program staff
- Provide program staff with technical assistance and training in all aspects of education and training
- Ensure that program performance is on target with program and contractual goals
- Ensure contract compliance with federal, state, and local mandates
- Negotiate and review contracts; complete modifications as required
- Prepare corrective action plans
- Serve as liaison with the funding source, employers, other local human service agencies, and RWS
- Review and approve all program curriculums; provide assistance in development of program curriculums
- Oversee startup of new programs, including contract negotiation with funding source
- Assist with development of proposals for new programs and replications, including development of budgets, development of program design, and review of narrative
- Coordinate program delivery services with DO/GM and corporate staff

Qualifications

Related Bachelor’s Degree from an accredited university or college, or equivalent work experience. Five years professional experience organizing, planning, and developing programs and services at a management level with two years of upper-level management experience or equivalent combinations thereof. Demonstrated planning, training, and supervisory abilities. Excellent written and verbal communication skills. Ability to delegate, monitor, and evaluate complex and technical programs. Human resources and management skills. Bi-lingual preferred.
PROJECT ACCOUNTANT

Reports to:

Project Director

Key Responsibilities:

- Performs monthly close process for project to include revenue and expense entries and review of the project’s balance sheet
- Prepares bank reconciliations and gift card inventory reconciliations, if applicable
- Monitors activity to ensure accounting policies, procedures, and plans are executed
- Develops, prepares, and supports annual budgets
- Provides Actual vs. Budget analysis to include forecasting of fund availability
- Ensures that procedures and policies are in place to facilitate effective and efficient financial reporting compliant with local, state, and corporate policies
- Oversees the project’s fiscal operations to meet project deadlines
- Prepares budgets for all major funding streams and special project grants
- Develops and maintains reporting mechanisms to assist with tracking expenditures and obligations
- Analyzes corporate financial information as it relates to project revenues, expenditures, and balance sheets
- Accounts for project expenditures to ensure compliance with applicable regulations and program requirements
- Forecasts expenditures used in planning program activities
- Communicates with Board regarding budgets, billings, and financial related matters
- Prepares customer billings for all funding streams
- Assists internal and state monitors during financial review of program expenditures, and prepares responses to monitoring reports
- Trains staff on changes in funding regulations, corporate policies, local operating procedures, and Board policies
- Prepares financial reports for corporate, state, and local management teams

Qualifications:

Bachelor’s Degree or higher in business, accounting, finance, or related field. Three to five years of experience in business or accounting; or an equivalent combination of education and experience. Must have demonstrated knowledge of Generally Accepted Accounting Principles (GAAP), be able to interpret balance sheets and profit/loss reports, and write and implement financial management policies and procedures.
TALENT DEVELOPMENT SPECIALIST

Reports to:

Project Director

Key Responsibilities:

- Manages a caseload of participants and provides counseling and mentoring
- Assesses participant competencies, work history, educational attainment, skills and abilities; identifies challenges to finding employment and prompts them to find solutions
- Conducts regular ongoing individual meetings with participants for job search, education, job retention, and/or job readiness
- Completes an individualized overview of available services and works with participant to create an employment plan for short- and long-term goals
- Maintains information about area resources and employers
- Ensures participant accountability and attendance; tracks and maintains employment retention goals
- Provides government agencies with prompt notification that a participant has lost or reduced hours of employment
- Maintains scheduled, periodic contact with participants in a variety of locations to assess job retention/advancement issues
- Provides information to participants on available training and/or jobs that will lead to advancement
- Assumes central responsibility for participants achieving self-sufficiency by monitoring progress throughout the program cycle, beginning with referral and continuing through retention and advancement efforts
- Prepares, organizes, and maintains accurate, updated information in both electronic and paper participant files reflecting the entire history of a program participant including log of supportive services issued
- Provides case management with a focus on helping customers to prepare for employment that leads to self-sufficiency
- Facilitates customer access to training, education, and to employment services, as well as job-specific information; provide case management to customers at the appropriate level

Qualifications:

Associate’s Degree required. Bachelor’s Degree preferred. Related work experience. Excellent verbal and written communication skills. Demonstrated customer service skills. Familiarity with the communities being served, with knowledge and understanding of local needs and resources. One to three years’ experience in workforce development or related programs.
TALENT ENGAGEMENT SPECIALIST

Reports to:

Project Director

Key Responsibilities:

- Greet and engage job seekers as they enter the center; conduct an initial assessment of needs and guide accordingly
- Ensure all job seekers register in the System of Record; provide assistance with registration on initial visit
- Encourage participation in relevant workshops by presenting the benefits
- Provide expert guidance based upon individual needs, goals and preferences
- Make referrals as appropriate
- Ensure all VETS are identified and referred for eligible services
- Listens to job seeker requests in order to deliver needed services in a sensitive and considerate manner
- Accurately directs job seekers to needed resources
- Delivers promised services in a timely, friendly and consistent manner; uses a considerate and tactful approach in delivery of services
- Exhibits support of the project vision of providing RAYS customer service based on ResCare’s Quality Way
- Routinely elicits feedback and surveys from customers; responds promptly to job seeker inquiries
- Develops and maintains effective work relationships 100% of the time; contributes to team tasks and projects 100% of the time
- Provides program information, job readiness and search guidance to job seeker base in clear and concise manner to assist in enhancing performance
- Utilizes business writing skills when corresponding with team; ensures verbal and non-verbal communication is professional and tactful
- Effectively communicates results of reports to enhance performance, avoid disallowed costs, and identify deficiencies to management

Qualifications:

Bachelor’s degree from an accredited university preferred along with two years’ experience providing career or related services; or a comparable combination of education and experience. Experience working with the public in a fast paced environment; excellent writing skills; experience developing, reviewing and critiquing resumes; knowledge and familiarity with commonly used job search websites and resources, including labor market research tools; strong computer skills with Microsoft Office Suite (Word, Excel, PowerPoint, Outlook), social media, and web search techniques.
QUALITY ASSURANCE SPECIALIST

Reports to:

Project Director

Key Responsibilities:

- Conduct surveillance of workforce activities and use statistical sampling, audit, and observation techniques to evaluate compliance with policies and procedures and adherence to contract requirements.
- Implement a continuous quality improvement process through the continuing review of operations and administrative systems.
- Record, compile, and analyze performance information to ensure contract compliance
- Review operational procedures and processes
- Evaluate internal reports and provide all required monitoring documents
- Develop and implement continuous quality improvement processes
- Develop and implement corrective action plans as needed
- Review customer survey data regularly
- Communicate effectively with management, the Board, and team, using good judgment and diplomacy
- Document that team members are performing timely and accurate case management activities in all required systems
- Provide monitoring reports to senior management and keep senior management informed as to the status of program quality matters, including performance

Qualifications:

Bachelor’s Degree in human services related field and two years of case management experience. Related work experience in quality control or performance monitoring. Familiarity with applicable federal, state, and local laws and regulations. Accustomed to complex, fast-paced, and confidential work environment. Excellent written and verbal communication skills. Computer literate, able to use various software programs for correspondence, reports, statistical compilation and analysis, and database access.
BUSINESS SOLUTIONS CONSULTANT

Reports to

Project Director

Key Responsibilities

- Responsible for enhancing the relationship between the project and local employers
- Build relationships with local employers, and maintains contact on a monthly basis to identify job openings, alternative work activities, and training initiatives
- Assist with facilitating group sessions on obtaining employment and job retention
- Develop, obtain, and distribute job orders to the Center programs
- Prepare job candidates for job search by assisting with resumes, interviewing techniques, and completion of job applications
- Understand job-matching strategies in order to assist job-ready customers
- Match available job seekers with employers using techniques including but not limited to, direct outreach with employers, job fairs, and participation in large-scale employer recruitment efforts
- Develop learning opportunities for job seekers such as job shadowing, internships, paid and unpaid work experience, and volunteer employment
- Explain on-the-job training (OJT) and customized training to employers and assist with completion of training contracts
- Coordinate activities with other program team members
- Be knowledgeable of current Labor Market Information and program and Center services
- Ensure employers satisfaction with services
- Attend Chamber of Commerce meetings, job fairs, and other community activities
- Coordinate with case management and/or job development team to ensure job placement goals are met each month
- Ensure the employer database is updated each week
- Prepare a report of weekly activities to include progress toward achieving monthly goals

Qualifications

Bachelor’s Degree in a related field or an equivalent combination of education and experience. At least two years of experience in business or public administration. Knowledge of Board and partner programs and services and community and civic resources. Ability to communicate effectively in both group or individual settings, conduct interviews and meetings, work in a team-based environment, establish and maintain interpersonal relationships, work with diverse populations, and work in a fast-paced environment demonstrating flexibility and ability to adapt to change. Computer literacy including Microsoft Office, with the ability to quickly learn other software applications.
3. Additional information pertinent to this request.

As we incorporate the use of RWS proprietary tools and technology into our program design to support many aspects of the program and move job seekers from where they are to where they want to be more efficiently than traditional methods, we are providing a full description of the RWS tools we will use in service delivery as were referenced throughout our proposal.

ResCare At Your Service™ (RAYS)

CUSTOMER EXPERIENCE:

For decades, ResCare Workforce Services has kept our customers at the heart of everything we do. The Workforce Development industry is changing and requires we stay ahead of the curve and elevate our customer experience. A focus group of leaders from ResCare Workforce Services (RWS) traveled to Orlando, Florida to study and learn from the Disney Institute the best business strategies and tactics that deliver their operational excellence culture. In turn, the Disney Institute team traveled to our career centers to review and modify our customer experience design to assist us in creating the new foundation of World Class Customer Service.

We have taken our foundation of World Class Customer Service to a higher level by infusing a Common Purpose to build ResCare At Your Service Customer Service™ or RAYS.

RAYS delivers our ResCare LEGACY Quality Standards by creating a positive environment where we achieve the ultimate goals of:

- Matching job seekers with successful career opportunities,
- Finding employers highly qualified employees,
- Assisting funding customers to meet and exceed goals and benchmarks, and
- Guaranteeing a positive and successful environment for all customers.

Our program design for exceptional quality service includes:

- A global common purpose,
- Global service priorities through Quality Service Standards,
- Global service delivery plans,
- Service definition and focus, and
- Customer measurement (demographically and psychographically).

RWS’ common purpose for customer service is “We create an environment of hope and success by empowering those we serve with respect and care.” To bring our common purpose to life through every team member and embed it in all aspects of service delivery, we developed Quality Standards that set parameters for decision making, prioritize the details of service delivery, allow consistent measurement of quality of service delivery, and provide a framework to drive greater customer experience.

RWS implements exemplary Customer Service Delivery by taking the results of our research and making sure that team members are trained to specific standards we have built which provide a roadmap for interactions with our job seekers, employers, and funding customers.

To become certified as a ResCare Customer Experience Specialist, individuals must undergo rigorous training, practical application, and 90 days of observation. To retain the qualification and a position on our Customer Experience team, all team members are evaluated annually for their knowledge and demonstration of RWS RAYS Standards.

ResCare Career Pathways Explorer™

ResCare Career Pathways Explorer™, powered by Woofound and created by Traitify, is a personality assessment that can be completed in just minutes by job seekers simply swiping through a short series of images, answering “me” or “not me” to ideas and situations. Each image measures multiple personality traits, and multiple images allow for similar personality concepts to be retested and affirmed. Upon completion, the job seeker’s personality
type is identified through scores, Top Two Personality Blend, traits, blend complements, and more. After receiving the scores, job seekers are able to choose a career path, identify environments that they are able to flourish in and avoid pitfalls that can throw barriers to success. Personality data can be used by individuals, companies, and institutions to forge stronger relationships, deliver more relevant experiences, increase customer satisfaction, improve learning and more. Once the assessment is completed the job seeker is taken to the results page that offers further information and details. Job seekers can place the cursor over Personality Traits tiles to learn about each one. They can view career matches and a sample of careers that are displayed with the match rate identified. The careers are listed by match rate percentage. Job seekers can also filter the search by Best Match or View All and Education Level to identify those careers that best meet their personality traits.

ResCare Academy™

ResCare Academy™ is our web-based learning tool that offers a library of more than 4,000 vocational skills, job readiness, motivational, and Adult Basic Education/General Education Diploma courses. RWS developed ResCare Academy™ in response to the need for offering personalized skills training and remedial education in an easy-to-use service tool accessible from any internet-connected computer. The skill enhancement curriculum results from our collaboration with Skillsoft, a pioneer in the field of learning with a long history of innovation. Skillsoft provides learning solutions for customers worldwide in various industry sectors. The courses have been developed by industry-leading experts to ensure the courses build talent and develop a more knowledgeable, productive, and valuable workforce. ResCare Academy™ is available 24/7 from anywhere with internet access and offered through scheduled cohort workshops. ResCare Academy™’s industry-leading job readiness curriculum includes topics on life skills, job readiness, and job retention resulting in a more job-ready candidate and improved job retention.
course catalog in **ResCare Academy™** has been conveniently grouped by the following sectors and categories for ease of use.

<table>
<thead>
<tr>
<th>Microsoft Office Skills</th>
<th>Accounting and Finance</th>
<th>Introduction to Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Center</td>
<td>Programming/Web Design</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>Industrial Trades</td>
<td>Security Guard</td>
</tr>
<tr>
<td>Helpdesk Hardware/Software</td>
<td>Medical Billing</td>
<td>Customer Service</td>
</tr>
<tr>
<td>Business Grammar/Writing</td>
<td>Food Service and Hospitality</td>
<td>Office Receptionist</td>
</tr>
<tr>
<td>Basic Office Skills</td>
<td>Academic Essentials</td>
<td>Custodial Maintenance</td>
</tr>
<tr>
<td>Computer Software</td>
<td>Sales and Marketing</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Language</td>
<td>Effective Communications</td>
<td>ResCare Academy Essentials</td>
</tr>
</tbody>
</table>

### GED Academy™

**GED Academy™** is a component of **ResCare Academy™** that was developed in partnership with Essential Education, the premier publisher of adult learning materials. **GED Academy™** is an online, stand-alone, self-paced, and fully customizable preparation program consisting of 600 interactive lessons for ABE instruction and GED/HSE tests.

The program meets NRS grade equivalents from Low Intermediate Basic Skills (4.0 - 5.9) through High Secondary (11.0 - 12.9).

The **GED Academy™** preparation program includes the following:

- A pre-test in each of the five instructional areas to customize the initial learning plan for each student, and two complete half-length GED practice tests. Tests are scored automatically and the test taker's score is converted into an actual GED test score.
- A computer-based instruction program in all four GED test areas: Mathematics, Science, Social Studies, and Reading Language Arts. The instructional program creates an individualized learning plan for each student based on their GED practice test scores and assigns the student a comprehensive study plan from over 600 interactive lessons.
- A built-in digital 700-page study guide called GED Smart. The guide includes basic instruction in the five GED areas and also covers important life skill areas such as goal-setting, critical thinking skills, and study skills.
- A learning management system that allows program administrators and teachers to monitor student progress on the following criteria: time-on-task, GED Assessment tests, and performance in lessons.
- A complementary workbook series provides print-based preparation. The three book series, Essential Math Skills, Essential Reading Skills, and Essential Writing and Language Skills, incorporates science and social studies content and is based on the new College and Career Ready Standards from OVAE. Transferable strategies are taught in all subject areas and students are engaged in content written specifically for the adult learner.

### Supply & Demand Portal

RWS’ **Supply & Demand Portal** is an integral component of our unique set of **Cutting Edge Enabling Technology** tools. Accessed online through our strategic partnership with CareerBuilder®, the **Supply & Demand Portal** focuses on the provision of timely, understandable labor market information providing real time data that allows us to research employment and industry trends, locate employers we have yet to outreach, identify up-to-date available opportunities, and establish possible industry and occupation targets. It also gives us the ability to watch job posting and salary trends and provides a Hiring Indicator and a Labor Pressure Indicator. The benefit of having access to this data gives us a competitive advantage to outmaneuver our talent competitors by analyzing where the greatest supply of our target talent is, where the targeted demand is, and what companies are looking for the talent.
The “supply” side of the Supply & Demand Portal uses full data sets of CareerBuilder’s resume database, while “demand” covers 90% of the online job market by tracking unique monthly job postings. We can identify top demand sectors in specific regional markets and isolate each one to see the trending of that supply and demand factor from two years ago up through the most current full calendar month. We can immediately find the top ten companies hiring in each industry, the top position titles posted, the demographics of active job seekers, and much more. The culmination of this data gives us the ability to meet and exceed performance in placement and customer satisfaction through deeper insight into the interaction between labor supply and the demand for services. In integrated models, this tool is critical for our staff members to have access to and understand real-time market information, translating it into useful job preparation and coaching, as well as job development with local employers. We have included a Supply & Demand report sample for the Reading area.

ResCare ResumePro™

ResCare ResumePro™ is an online application designed to empower job seekers to create and complete resumes and other documents (cover letters, reference pages, thank you letters) using industry and
employer-oriented content and provides job seekers with options to target jobs by industry groups using O*NET job families. **ResCare ResumePro™** facilitates the development of up to five different quality resumes per job seeker that can be uploaded into any state or local workforce system, or automatically imported into **ResCare Talent Market™** (RTM), our cutting edge talent portal that brings together job seekers, employers, social media, web meeting, chat, video conferencing, and job listings on a single interactive cloud platform.

With **ResumePro™**, job seekers can create multiple resumes customized to focus on or highlight different skill sets. Many companies require electronically submitted job applications and resumes to easily screen for key or buzzwords. **ResCare ResumePro™** is designed to include those buzzwords allowing the job seeker to pass the first round of selection and advance to a manager's review of their resume, increasing the chances of getting an interview. We equip resource rooms with this application and ensure staff is on hand to assist in its use. Additionally, we ensure the availability of workshops to review resume writing, **ResumePro** usage, and next steps preparation.

**ResCare Talent Market™** is our proprietary, dynamic talent portal that brings together job seekers, employers, social media, web meeting, chat, video conferencing, and job listings, all on a single interactive cloud platform that enables us to engage job seekers and employers, make work experience or employment matches, and ensure more employment, faster.

**ResCare Talent Market™** actively engages job seekers, offering them the ability to register through the website portal, upload their information, and begin receiving employment opportunities immediately. Once registered, the job seeker’s skills and employment history becomes visible to Talent Development Specialists for use in job matching. **ResCare Talent Market™** also has a job matching algorithm which provides daily job matches to the team to aid in placement for each job seeker. **ResCare Talent Market™** is another way our team is able to understand the skills and interests of our talented job seekers and the requirements from our employers.

**ResCare Talent Market™** allows us the ability to more quickly move job seekers into an active customized job search status with employers who have hiring needs now. **ResCare Talent Market™** provides employers with an array of services that has become the foundation for corporate hiring decisions. With these features, **ResCare Talent Market™** drastically reduces the talent acquisition costs to our employers and will significantly increase the number of candidate hires.

**Roadmaps to Success©** is RWS’ work readiness curriculum that teaches workplace skills required by employers and provides a structure for lower-skilled job seekers to acquire skills and put them to use in their own job search activities right away. **Roadmaps to Success©** is offered as pre-recorded YouTube-style modules or as facilitated workshops intended to help job seekers determine a strategy for finding employment based on their skills and use labor market information in a manner that will facilitate tangible job opportunities. Furthermore, the workshops, which include topics such as resume writing, interviewing skills, job search, and career development, provide us with the opportunity to identify customers that may need additional career services compared to those who have the skills to find employment with little staff assistance. The following is a breakdown of the **Roadmaps to Success©** curriculum.

<p>| <strong>Foundation of Job Search:</strong> | Overview of current economic facts, effective job search methods, and benefits of the employed lifestyle. |
| <strong>Self-Reflection:</strong> | Introduction to the Three Rules of Success; job seekers begin to see how their thoughts and attitudes affect their actions. |</p>
<table>
<thead>
<tr>
<th><strong>Marketing Yourself:</strong></th>
<th>Job seekers develop a ‘sales pitch’ that presents their strengths and experiences in a positive light.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professional Networking:</strong></td>
<td>Introduction to networking as key job search method; learn REACH communication model for making effective employer contacts; practice ‘meeting the manager.’</td>
</tr>
<tr>
<td><strong>Planning for Interviewing Success:</strong></td>
<td>View interview process through eyes of an employer; learn skills to Open and Close an interview smoothly and professionally; become familiar with common interview questions.</td>
</tr>
<tr>
<td><strong>Practicing and Perfecting Interview Skills:</strong></td>
<td>Shown how answers to interview questions should create an impressive picture of them fitting into a company culture; learn and practice techniques on handling telephone interviews and off-the-wall questions.</td>
</tr>
<tr>
<td><strong>Professional Communication:</strong></td>
<td>Provides the opportunity to contact businesses directly over the phone to access the Hidden Job Market; become acquainted with the various ways to grow network; increases understanding of the elements of communication.</td>
</tr>
<tr>
<td><strong>Money Management:</strong></td>
<td>Learn to recognize spending habits, identify financial values, and set financial goals; develop a basic budget; learn about tax credits for employed persons.</td>
</tr>
<tr>
<td><strong>Preparing for Long Term Success:</strong></td>
<td>Develop POWER Goals by planning for the future and creating action plans; learn the difference between wasting vs. investing valuable time.</td>
</tr>
<tr>
<td><strong>Succeeding on the Job:</strong></td>
<td>Prepares job seekers to succeed in the workplace; activities point out customer service basics and introduce job seekers to the 'A-Team' of Customer Service.</td>
</tr>
</tbody>
</table>
Indirect Cost Plan:

ResCare Workforce Services
FY2016 Provisional Indirect Cost Rates Schedule

Independent Accountant’s Report
For the Fiscal Year Ending December 31, 2016
ResCare Workforce Services
Provisional Indirect Cost Rates Schedule
For the Fiscal Year Ending December 31, 2016

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Independent Accountant’s Report

To the Board of Directors of ResCare, Inc.

We have examined management’s assertions that the accompanying Provisional Indirect Cost Rates Schedule (the “Schedule”) of Arbor E&T, LLC (the “Company”), a wholly owned subsidiary of ResCare, Inc., for the fiscal year ending December 31, 2016 is presented in accordance with the criteria set forth in the Company’s representation letter dated May 27, 2016. The Company’s management is responsible for the assertions. Our responsibility is to express an opinion on management’s assertions regarding the Company’s Schedule based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and, accordingly, included examining, on a test basis, evidence supporting management’s assertions and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion.

In our opinion, management’s assertions regarding the Company’s Schedule referred to above are fairly stated, in all material respects, based on the following criteria:

✓ The Schedule was prepared in conformance with Federal Acquisition Regulation (FAR) 48 CFR 31 “Contract Cost Principles and Procedures,” and other applicable regulations,
✓ Estimated costs used to formulate the Schedule are based on management’s estimate of expected events and operations, and are consistent with budgets, forecasts, or operating plans prepared for such periods,
✓ The Schedule incorporates the latest version of such budgets, forecasts, or operating plans, and any anticipated changes or modifications to such information that could affect the disclosures contained in the Schedule,
✓ The accounting principles used for the Schedule are consistent with the principles used in preparing the Company’s historical (Final) Indirect Cost Rates,
✓ Cost eliminations were made to account for unallowable costs, and
✓ Costs that have been treated as direct costs have not been included as indirect costs in the cost pools within the Schedule.

This report is intended solely for the information and use of the ResCare Board of Directors, ResCare and ResCare Workforce Services management, and pass-through entities (contracting

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1 The legal name of the audit entity is Arbor E&T, LLC. However, the audit entity is also doing business as “ResCare Workforce Services”.

1
organizations) and is not intended to be and should not be used by anyone other than these specified parties.

ML Weekes & Company, PC
May 27, 2016
ResCare Workforce Services
Provisional Indirect Cost Rates Schedule
For the Fiscal Year Ending December 31, 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Amount</th>
<th>Program Support*</th>
<th>Administrative Support*</th>
</tr>
</thead>
<tbody>
<tr>
<td>ResCare Workforce Services (RWS) Overhead Pool</td>
<td>$ 18,753,955</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Base</td>
<td>$ 193,951,904</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Combined RWS Overhead Rate</td>
<td></td>
<td></td>
<td>9.67%</td>
</tr>
</tbody>
</table>

**WIOA Programs Only.**

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Amount</th>
<th>Program Support*</th>
<th>Administrative Support*</th>
</tr>
</thead>
<tbody>
<tr>
<td>ResCare Workforce Services (RWS) Overhead Pool **</td>
<td>$ 18,526,488</td>
<td>$ 16,415,359</td>
<td>$ 2,111,129</td>
</tr>
<tr>
<td>Base</td>
<td>$ 193,951,904</td>
<td>$ 193,951,904</td>
<td>$ 193,951,904</td>
</tr>
<tr>
<td>Combined RWS Overhead Rate - WIOA Only</td>
<td></td>
<td>9.55%</td>
<td>8.46%</td>
</tr>
</tbody>
</table>

* Administrative & Program Classifications only required for WIOA programs.

** In accordance with DOL guidance letter 5-06, the executive salaries in excess of $185,100 were removed from the indirect pools.
ResCare Workforce Services
Notes to the Provisional Indirect Cost Rates Schedule
For the Fiscal Year Ending December 31, 2016

Note 1. Organization and Operations

ResCare Workforce Services (RWS) is a company that assists thousands of people annually, including welfare recipients, young people and people who have been laid off or have special barriers to employment, to transition into the workforce and become productive employees. The job training and placement operation is based in Louisville, KY, and has locations in 27 states and the District of Columbia.

Workforce development has been RWS’ sole business since 1968, successfully operating a wide range of programs under nine pieces of federal legislation and repeatedly demonstrating expertise in customizing core program components and RWS-developed innovations to meet unique local needs.

RWS matches job seekers with employers. RWS contracts with local, city and state government, workforce development boards, and other non-profits to prepare people for work and then place them in jobs, specifically job seekers who have significant barriers to employment, have lost their job or are just entering the workforce. RWS contracts with employers to assist them in placing job seekers as permanent employees and also employs job seekers directly to supply to employers who require temporary labor. RWS is a leader in workforce services and, as a result, is one of the largest private providers of workforce services in the U.S. RWS operates government funded career centers and has begun direct employer services. The government funded services include offering information on the local labor market, vocational assessments, career counseling, workshops to prepare people for success in the job market, referrals to occupational skill training for high-demand occupations, job search assistance, job placement and help with job retention and career advancement. In addition to job seekers, these centers serve the business community by providing job matching, screening, referral, and other specialized services for employers.

Note 2. Basis of Accounting and Description of Accounting Systems

The Company’s policy is to prepare its Provisional Indirect Cost Rates Schedule on the basis of accounting practices prescribed by the Federal Acquisition Regulation [48 CFR 31] “Contract Cost Principles and Procedures.” As prescribed by FAR Part 31, certain costs were eliminated from the Schedule and classified as unallowable costs. Accordingly, the abovementioned statements are not intended to present the results of operations of the Company in conformity with accounting principles generally accepted in the United States.

ResCare Workforce Services (RWS) Overhead (OH) Pool

The OH pooled expenses represent the common costs associated with the overall management of the RWS business. The OH pool reflects the costs of management operational activities located in Louisville, KY, as well as the costs of management operational activities in several regional offices. The OH pool includes expense items such as salaries & wages, facilities, supplies & equipment, data processing, and other miscellaneous expenses. The OH pool expenses include allocable general and administrative home office costs from ResCare’s corporate operations.
ResCare Workforce Services
Notes to the Provisional Indirect Cost Rates Schedule
For the Fiscal Year Ending December 31, 2016

Workforce Innovation and Opportunity Act (WIOA)/Workforce Investment Act (WIA), Final Administrative Cost Rules regarding Indirect Cost Classifications

The US Department of Labor (DOL)/Employment & Training Administration issued an August 11, 2000 final rule addressing WIA/WIOA Administrative Costs [20 CFR 667.220]. The WIA/WIOA administrative costs rule was very similar to the TANF administrative costs rule especially related to the treatment of cost incurred by contractors, wherein the entire costs of the contracts should assume the nature of the service (program or administrative). The preamble to the final rule states in part:

“...thus incidental administrative costs incurred by a contractor whose contract's intended purpose is to provide identifiable program services do not have to be identified, broken out from other costs incurred under the contract, and tracked against the administrative cost limitation. Costs incurred under contracts whose intended purpose is administrative have to be charged to the administrative cost category.”

However, the WIA/WIOA rule separates One-Stop operators from service contractors and compels One-Stop operator contractors to segregate program and administrative costs. Unlike TANF, WIA/WIOA administrative cost rules do not consider all indirect costs to be administrative in nature, as expressed in Section 667.220(c)(3): “Specific costs charged to an overhead or indirect cost pool that can be identified directly as a program cost are to be charged as a program cost.”

Consequently, within the context of the Provisional Indirect Cost Rates, RWS has provided a further segregation of its cost pools into Administration and Program in accordance with the definition of the costs of administration expressed in the WIA/WIOA final rules. This further classification would apply only to the WIA/WIOA funding streams of contracts where RWS is the One-Stop Operator. If RWS is not the One-Stop Operator, in accordance with WIA/WIOA final rules, all costs are considered program, unless the function and intent of the contract is administration in nature.

On June 15, 2006, Public Law 109-234 was enacted. Section 7013 of the law limits salary and bonus compensation for individuals paid through appropriations under the DOL Employment and Training Administration as either direct or indirect costs to the Federal Executive Level II amount. For any funds appropriated in Fiscal Year 2015, the limitation is $183,300. This limitation was also expressed in DOL guidance 5-06 which was issued on August 15, 2006 in response to the enacting of Public Law 109-234. As a result of this limitation, a separate WIA rate has been calculated that excludes any portion of compensation in indirect cost pools exceeding the specified threshold.

Accounting records are maintained on an integrated job cost system. Each project is assigned a job number so that detailed costs can be maintained and accumulated. The OH cost pool is
ResCare Workforce Services
Notes to the Provisional Indirect Cost Rates Schedule
For the Fiscal Year Ending December 31, 2016

allocated to final cost objectives (projects) based on total direct dollars incurred, excluding pass-through expenses.
ResCare Workforce Services
List of Pass-Through Entities (Contracting Organizations)
For the Fiscal Year Ended December 31, 2016

Pass-Through Entities
Arizona Department of Economic Security
Berks County Workforce Investment Board
Board of County Commissioners of Franklin County
Bowling Green Area Chamber of Commerce
Bucks County Workforce Investment Board, Inc.
Cape Fear Workforce Development Consortium
Capital Area Workforce Development Consortium
Capital Region Workforce Partnership
Catawba Regional Council of Governments
Central Oklahoma Workforce Investment Area
Central Pennsylvania Workforce Development Corporation
Centralina Workforce Development Consortium
Charlotte Mecklenburg Workforce Development Board
City of Greensboro
City of Los Angeles
City of Los Angeles, Community Development Department
City of Los Angeles, Economic and Workforce Development Department (EWDD)
City of New Orleans
City of New York Department of Small Business
City of New York, Human Resources Administration
City of Pittsburgh
Commonwealth of Pennsylvania, Department of Public Welfare
Concho Valley Workforce Development Board
County of Allegheny, Department of Human Services
County of Cuyahoga
County of Fresno
County of Los Angeles
County of Mecklenburg, Department of Social Services
County of Orange
County of San Diego
Dallas County Local Workforce Development Board, Inc.
District of Columbia, Department of Human Services
Fresno County Workforce Investment Board
Fresno Regional Workforce Investment Board
Greensboro High Point Guilford County Workforce Development Consortium
Hamilton County, Department of Job & Family Services
Heartland Workforce Solutions
Imperial County Workforce Development Office
Indianapolis Private Industry Council, Inc.
Kansas Department of Social and Rehabilitation Services
Kentuckiana Works
Lancaster County Workforce Investment Board
Little Rock Workforce Investment Board, Inc.

7
ResCare Workforce Services
List of Pass-Through Entities (Contracting Organizations)
For the Fiscal Year Ended December 31, 2016

Pass-Through Entities
Luzerne/Schuylkill Workforce Investment Board, Inc.
Maricopa County
Mercer County One Stop Career Center
Montgomery County Dept. Job & Family Services
Montgomery County, Department of Commerce
Montgomery County, Dept. of Health & Human Services
Nebraska Administrative Office of Probation
Nebraska Department of Correctional Services Reentry Initiative
North Central Texas Council of Governments
Ocean County
City & County of Denver, Office of Economic Development
Orange County Community Resources
PDSS Riverside
Polk County Workforce Development Board, Inc.
Riverside County Economic Development Agency
Rogue Workforce Partnership
Rural Capital Area Workforce Development Board, Inc.
Salem Oregon, Job Growers Incorporated
San Diego Workforce Partnership, Inc.
Santa Barbara County
South Bay Workforce Investment Board, Inc.
South Central Workforce Investment Board
South Central Workforce Investment Board - MO
South Florida Workforce Investment Board
Southern Oklahoma Workforce Investment Area
Southwest Washington Workforce Development Council
State of Colorado, Department of Health Care Policy and Financing
State of Hawaii, Department of Human Services
State of Indiana
State of Nebraska Dept. of Health & Human Services
State of Oregon
State of South Carolina, Department of Social Services
State of Tennessee, Department of Human Services
State of Wisconsin, Department of Health Services
The New York Department of Small Business Services
The Trustees of Fayetteville Technical Community College
Three Rivers Workforce Investment Board
Upstate Workforce Investment Board, Spartanburg County
West Piedmont Workforce Investment Board
Western Virginia Workforce Development Board
Westmoreland-Fayette Workforce Investment Board
Workforce Central Florida
Workforce Central Tacoma
ResCare Workforce Services
List of Pass-Through Entities (Contracting Organizations)
For the Fiscal Year Ended December 31, 2016

Pass-Through Entities
Workforce Connections
Workforce Development Council Snohomish County
Workforce Investment Network LWIA 13
Workforce Solutions for South Texas
Workforce Solutions North Texas
Workforce Solutions Permian Basin
4. For programs working with a partner(s), included the signed letter(s) of agreement from partner(s) outlining activities and services to be provided by the partner(s).

March 10, 2017

Nevada Works
Coordinating Workforce Development for Northern Nevada
A Proud Partner of the AJC of Nevada

6490 South McCarran Blvd. Bldg. A Suite I,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevada works. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the country. As a Private Company, we have partnered with RWS to find qualified candidates for the job openings that we have in Nevada which resulted in us hiring over 25 qualified candidates for the positions we have in Nevada.

RWS has informed us that they are going into this endeavor with New Horizons. They both have informed us that they will work closely with all partners with this shared vision of service.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (800) 540-9290 ext. 114 or penny@thecrossingguardcompany.com. Thank you for your interest and consideration.

Sincerely,

Penny Fuller
Regional Recruiting Specialist
All City Management Services Inc.

10440 Pioneer Blvd. Suite 5, Santa Fe Springs, Ca. 90670
www.thecrossingguardcompany.com
March 13, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the County including Los Angeles, San Diego and Riverside. As an employer we have partnered to utilize customized training and off the shelf training with New Horizons Learning Group, which resulted in increased employee retention and overall growth of our business.

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We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (949) 797-2930 or erin.omori@asnnet.com. Thank you for your interest and consideration.

Sincerely,

Erin Omori
Director of Operations
Advantage Solutions

Nevadaworks
WIOA Out of School Youth Program
March 1, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

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I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a RestCare Workforce Services (RWS).

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We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at mlandry@alamom.com. Thank you for your interest and consideration.

Sincerely,

Morgan Landry
Owner
Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevada Works. We support the dedication to building a comprehensive career service system that is responsive to the changing needs of industry and the local and regional economy. We believe the success achieved thus far can be built upon as we help put people to work throughout the nation, and specifically in Northern Nevada. Furthermore, New Horizons Computer Learning Center is pleased to offer this letter of support and commitment for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

As a Business, we work in the community to champion efforts that assist individuals to reach their highest level of potential and independence. In order to realize this goal, we plan to collaborate with RWS in support of this initiative through the following:

- Advise RWS and New Horizons the job readiness training which will align with the forecasted hiring needs of our business.
- Accept job applications from individuals who have completed the training programs funded by WIOA.
- Interested in learning more about WIOA funded Incumbent Worker Training for job retention.

We view this collaboration as synergistic and a win-win for our community. We are encouraged by RWS’ enthusiasm and passion for this work. We offer our full support and look forward to collaborating with RWS, the Board, and their partners. We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 775-882-1626 X770

Thank you for your interest and consideration.

Diana Lucas
HR Manager
March 1, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

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I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&I, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the County including Los Angeles, San Diego and Riverside. As an employer we have partnered with RWS to customized training and incumbent worker training for 1 employee which resulted in increased employee retention and growth of our business.

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We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (714) 456-1790 or evanthrasher@yahoo.com. Thank you for your interest and consideration.

Sincerely,

[Signature]

Evan Thrasher
IT Management
March 13, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

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We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 866-807-2715 or dominic@dynamikinc.com. Thank you for your interest and consideration.

Sincerely,

Dominic Carnevale
Chief Operating Officer
Nevadaworks
Coordinating Workforce Development for Northern Nevada
A Proud Partner of the AJC of Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevada Works. We support the dedication to building a comprehensive career service system that is responsive to the changing needs of industry and the local and regional economy. We believe the success achieved thus far can be built upon as we help put people to work throughout the nation, and specifically in Northern Nevada. Furthermore, New Horizons Computer Learning Center is pleased to offer this letter of support and commitment for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

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We view this collaboration as synergistic and a win-win for our community. We are encouraged by RWS’ enthusiasm and passion for this work. We offer our full support and look forward to collaborating with RWS, the Board, and their partners. We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 6145574302

Thank you for your interest and consideration.

Ryan Jarrells | Eldorado Resorts, Inc.
Corporate Director of IT - Security and Technology
March 1, 2017

Nevadaworks
6490 South McCarran Blvd. Bldg. A, Suite 1
Reno, NV 89509

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To Whom It May Concern:

I am pleased to provide this letter for support for Arbor E&T, dba ResCare Workforce Services (RWS) proposal to provide Adult, Dislocated Worker and Youth Programs on behalf of Nevadaworks.

The mission of the Fresno Regional Workforce Development Board (FRWDB) is to oversee the optimal administration of Workforce Innovation and Opportunity Act (WIOA) funds in Fresno County. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

RWS has proven to be a valuable partner since 2000, providing academic and career services such as tutoring, career guidance, leadership development, job readiness workshops, work experiences and retention services to the young adults in Urban Fresno County. Since that time, they have worked to meet the needs and improve the lives of families in Fresno County. Through strong partnerships in the community, RWS staff members are able to provide workforce development services to develop a personalized career road map for each participant. RWS is well-equipped to carry out the proposed services.

They have provided services to meet the diverse population needs within Fresno County for 16 years. Our relationship with RWS is productive and valuable in providing youth services to our participants. I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are very responsive to our needs and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations.

If you would like to speak with me directly, you may contact me at 559-490-7102 or bkonzczal@workforce-connection.com. Thank you for your interest and consideration.

Sincerely,

Blake Konczal
Executive Director

**CONNECTING FOR SUCCESS**
2125 Kern Street Suite 208 • Fresno, CA 93721
(559) 490-7100 • (559) 490-7199 fax
workforce-connection.com
A proud partner of America’s Job Center of California™ network.
March 13, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8800

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

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We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (866) 278-3621 or erik@grasptech.com. Thank you for your interest and consideration.

Sincerely,

[Signature]
Erik Müller
CEO
March 13, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

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We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (619) 379-0007 or les@jacobtyler.com. Thank you for your interest and consideration.

Sincerely,

Les Kollegian
Founder
March 1, 2017

Nevadaworks  
Coordinating Workforce Development for Northern Nevada  
6490 South McCarran Blvd. Bldg. A Suite 1,  
Reno, Nevada 89509  
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

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We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (310) 849-3062 or amit@kotharileadership.com. Thank you for your interest and consideration.

Sincerely,

Amit Kothari  
Founder
March 1, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite I,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the County including Los Angeles, San Diego and Riverside. As an employer we have partnered to utilize customized training and incumbent worker training for 1 employee which resulted in increased employee retention and growth of our business.

RWS has informed us that they are going into this endeavor with New Horizons. They both have informed us that they will work closely with all partners with this shared vision of service.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (714) 743-1465 or matt.sutherland@leftyssolutions.com. Thank you for your interest and consideration.

Sincerely,

Matt Sutherland
Owner
March 12, 2017

nevadaworks
6490 South McCarran Blvd. Bldg. A Suite I,
Reno, Nevada 89509

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of the Las Vegas-Clark County Library’s Community Adult Learning in Libraries program. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to residents and area businesses in Southern Nevada and throughout the country. As an Adult Education, Title II provider, we have partnered with RWS to offer English Language Learner classes, High School Equivalency math labs, and Academic Coaching at the West Charleston location in Las Vegas. This positive partnership allows on-site services for clients shared by Title I and Title II, closing the skill gaps and allowing for employment placements or further education and training.

RWS has informed us that they are going into this endeavor with New Horizons. They both have informed us that they will work closely with all partners with this shared vision of service.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 702-507-3534 or hershaj@lvccld.org. Thank you for your interest and consideration.

Sincerely,

[Signature]

Hil Hersha
Literacy Services Manager
Las Vegas-Clark County Library District
Community Adult Learning in Libraries (CALL)
833 Las Vegas Blvd., N
Las Vegas, Nevada 89101
March 13, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the County including Los Angeles, San Diego and Riverside. As an employer we have partnered to utilize customized training and off the shelf training with New Horizons Learning Group, which resulted in increased employee retention and overall growth of our business.

RWS has informed us that they are going into this endeavor with New Horizons. They both have informed us that they will work closely with all partners with this shared vision of service.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (858) 677-0792 or brendan@motiveinteractive.com. Thank you for your interest and consideration.

Sincerely,

Brendan Smith
CEO
Motive Interactive
We Empower People to Succeed Through Learning

Nevadaworks
Coordinating Workforce Development for Northern Nevada
A Proud Partner of the AJC of Nevada
6490 South McCarran Blvd. Bldg. A Suite I,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevada Works. We support the dedication to building a comprehensive career service system that is responsive to the changing needs of industry and the local and regional economy. We believe the success achieved thus far can be built upon as we help put people to work throughout the nation, and specifically in Northern Nevada. Furthermore, New Horizons Computer Learning Center is pleased to offer this letter of support and commitment for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

As a Business, we work in the community to champion efforts that assist individuals to reach their highest level of potential and independence. In order to realize this goal, we plan to collaborate with RWS in support of this initiative through the following:

- New Horizons will work with our B2B clients to locate job opportunity’s
- New Horizons will work with our B2B clients to identify the need for incumbent worker and customized training solutions to retain employees and save jobs, along with assisting businesses in organizational changes to sustain and grow their business
- New Horizons will donate in-kind services of $25,000 for mentoring of IT students
- Co-locate in Reno to share resources and a positive seamless experience for students and businesses

We view this collaboration as synergistic and a win-win for our community. We are encouraged by RWS’ enthusiasm and passion for this work. We offer our full support and look forward to collaborating with RWS, the Board, and their partners. We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 714-221-3121 or cynthia@nhlearninggroup.com

Thank you for your interest and consideration.

Cindy Sutherland VP of Career Development
New Horizons Career Development Solutions

New Horizons Learning Group | www.nhlearninggroup.com |
Arizona, California, and Nevada
March 13, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the County including Los Angeles, San Diego and Riverside. As an employer we have partnered to utilize customized training and off the shelf training with New Horizons Learning Group, which resulted in increased employee retention and overall growth of our business.

RWS has informed us that they are going into this endeavor with New Horizons. They both have informed us that they will work closely with all partners with this shared vision of service.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (858) 212-4486 or ga@r3team.com. Thank you for your interest and consideration.

Sincerely,

[Signature]

G.A. Bartick
President

13223 Black Mountain Road, Suite 1102 – San Diego – CA - 92129
March 13, 2017
nevadaworks
Coordinating Workforce Development for Northern Nevada
A Proud Partner of the AJC of Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the County including Los Angeles, San Diego and Riverside. The San Diego Workforce Partnership supports Arbor E&T, ResCare Workforce Services’ proposal for this work. SDWP partners with RWS to operate the north and south region America’s Job Centers of California.

SDWP is pleased with the work that RWS performs and the services they deliver. They are business-focused, responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 619-228-2929 or andrewpickard@workforce.org. Thank you for your interest and consideration.

Sincerely,

Andrew Picard
Director of Programs
San Diego Workforce Partnership
Nevadaworks
Coordinating Workforce Development for Northern Nevada
A Proud Partner of the AJC of Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevada Works. We support the dedication to building a comprehensive career service system that is responsive to the changing needs of industry and the local and regional economy. We believe the success achieved thus far can be built upon as we help put people to work throughout the nation, and specifically in Northern Nevada. Furthermore, Sierra Computer Group is pleased to offer this letter of support and commitment for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

As a Business, we work in the community to champion efforts that assist individuals to reach their highest level of potential and independence. In order to realize this goal, we plan to collaborate with RWS in support of this initiative through the following:

- Advise RWS and New Horizons the job readiness training which will align with the forecasted hiring needs of our business.
- Accept job applications from individuals who have completed the training programs funded by WIOA.
- Interested in learning more about WIOA funded Incumbent Worker Training for job retention.

We view this collaboration as synergistic and a win-win for our community. We are encouraged by RWS’ enthusiasm and passion for this work. We offer our full support and look forward to collaborating with RWS, the Board, and their partners. We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 775-250-9612.

Thank you for your interest and consideration.

Eduardo Gutierrez
Network Technician/Account Manager
March 13, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
6490 South McCarran Blvd. Bldg. A Suite 1,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses within demand sectors in Southern Nevada and throughout the County including Los Angeles, San Diego and Riverside. As an employer we have partnered to utilize customized training and off the shelf training with New Horizons Learning Group, which resulted in increased employee retention and overall growth of our business.

RWS has informed us that they are going into this endeavor with New Horizons. They both have informed us that they will work closely with all partners with this shared vision of service.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at (619) 254-9751 or jeff@tridentproposals.com. Thank you for your interest and consideration.

Sincerely,

[Signature]

Jeff Everage
CEO
Trident Proposals
March 6, 2017

TO: Whom It May Concern

RE: ResCare Workforce Services--Recommendation

Workforce Connections (Southern Nevada Workforce Development Board) has been pleased to have ResCare Workforce Services as its One-Stop Career Center Operator and a workforce development service provider. They have been a solid partner from the very beginning of their contract execution. For example, ResCare Workforce Services has demonstrated that their staff has the ability and talent to deliver quality employment and training services while achieving established performance measures.

Most recently, Workforce Connections executed a contract with ResCare Workforce Services to delivery employment and training services in rural Clark County. Because of ResCare Workforce Services’ experience and expertise, I feel their company is well positioned to serve Nevada residents through the state.

If there are any questions regarding this communication, please feel free to contact me. I can be reached at: (702) 636-2337.

Regards,

Ardell Galbreth
Executive Director
March 17, 2017

Nevada Works
Coordinating Workforce Development for Northern Nevada
A Proud Partner of the AJC of Nevada

6490 South McCarran Blvd. Bldg. A Suite I,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To Whom It May Concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of the Workforce Development Board. We support the Board’s dedication to building a comprehensive career service system that is responsive to the changing needs of industry and the local and regional economy. We believe the success achieved thus far through the Board can be built upon as we help put people to work throughout the nation, and specifically in Northern Nevada. Furthermore, The Service Companies is pleased to offer this letter of support and commitment for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

In the hospitality industry, The Service Companies is the unrivaled provider of cleaning, staffing and managed services. Focused on luxury hotels, casinos, vacation ownership and malls, we are dedicated to keeping these properties spotless. When staffing for open positions, we take pride in working with the community to help individuals reach their highest level of potential and independence. In order to realize this goal, we plan to collaborate with RWS in support of this initiative through the following:

- Partner with ResCare One Stop Career Center
- Collaborate throughout the WIOA employment program with LOI’s Job Fairs and Hiring events
- Any special needs required to meet employment goals

We view this collaboration as synergistic and a win-win for our community. We are encouraged by RWS’ enthusiasm and passion for this work. We offer our full support and look forward to collaborating with RWS, the Board, and their partners. We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 702-835-5709 or claudio.garcia@theservicecompanies.com. Thank you for your interest and consideration.

Sincerely,

Claudio Garcia
Assistant Regional Talent Acquisition Specialist
The Service Companies
March 1, 2017

Nevadaworks
6490 South McCarran Blvd. Bldg. A Suite I,
Reno, Nevada 89509

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To whom it may concern:

I understand Northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I am pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to residents and area businesses in Southern Nevada and throughout the country. The Culinary Academy of Las Vegas is a vocational training provider. We have partnered with RWS to provide training services in the following classifications: baker’s helper, bar apprentice, bus person, food server, fountain worker, guest room attendant, house person utility, professional cook, and steward. The mission of Culinary Academy of Las Vegas is to provide high-quality training that will enable people to get good jobs in the Las Vegas hospitality industry. RWS has partnered with us to train and place over 60 students since 2015.

RWS has informed us that they are going into this endeavor with New Horizons. They both have informed us that they will work closely with all partners with this shared vision of service.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to the needs of our students, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. We find their integrated model to be sector and business focused, resulting in the provision of informed and comprehensive services through partnerships and collaboration. RWS brings technology that engages job seekers and businesses.

We are excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at 702-924-2142 or apuljic@theculinaryacademy.org. Thank you for your interest and consideration.

Sincerely,

Ana Puljic
Executive Director of Student Services
Culinary Academy of Las Vegas
March 16, 2017

Nevadaworks
6490 S McCarran Blvd #A1
Reno, NV 89509

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

Dear Mr. Thurman:

The State of Nevada Department of Employment, Training and Rehabilitation and its Nevada JobConnect Career Centers are pleased to provide this letter of support to Arbor E&T, d/b/a ResCare Workforce Services (RWS) proposal to become a funded provider of services through Nevadaworks.

Nevada JobConnect, for the past eighteen months, has experienced a close and successful collaborative relationship with ResCare, a funded partner in Career Connections, the comprehensive one-stop in Southern Nevada. Our collaboration in Southern Nevada has included business outreach, providing training for eligible individuals delivering Rapid Response services to Dislocated Worker customers and, insuring that our mutual customers benefit from the best possible workforce development services.

In working with RWS, they have proven to be an organization that is business focused, responsive to our organizational needs as a collaborating partner and flexible in their approach to delivering high quality workforce services.

JobConnect looks forward to ResCare Workforce Services extending their service delivery area to Northern Nevada and our Northern JobConnect offices developing a dynamic working relationship with them that mirrors the relationship we enjoy in Southern Nevada.

It is without any reservation that I support Arbor E&T d/b/a ResCare Workforce Services’ proposal to become a service provider funded by Nevadaworks.

Sincerely,

Ron Fletcher
Chief of Field Operations
Department of Employment, Training, and Rehabilitation
March 2, 2017

Nevadaworks
Coordinating Workforce Development for Northern Nevada
A Proud Partner of the AJC of Nevada

6490 South McCarran Blvd. Bldg. A Suite I,
Reno, Nevada 89509
Phone: 775-337-8600

Re: RFP 2017 – Youth, Adult and Dislocated Worker Programs

To Whom It May Concern:

I understand that northern Nevada is requesting proposals for qualified and experienced business service providers on behalf of Nevadaworks. I’m pleased to provide this letter of support for Arbor E&T, d/b/a ResCare Workforce Services (RWS).

RWS provides services to area businesses in demand sectors of southern Nevada and throughout the country including Los Angeles, San Diego and Riverside. The Las Vegas-Clark County Library District partnered with Workforce Connections in 2016 using the services of RWS to provide workforce development and training services at libraries in Clark County, Nevada. RWS informed us that they are entering this endeavor with New Horizons.

I am very pleased and satisfied with the work that RWS performs and the services they deliver. They are business-focused, very responsive to our needs, and flexible in their approach. They have a high standard of performance and are dedicated to ongoing improvement. RWS continues to exceed our expectations. Their integrated model is sector and business focused resulting in the provision of informed and comprehensive services through partnerships and collaboration.

We’re excited about RWS’ expertise and the prospect of their work in this area. If you would like to speak with me directly, you may contact me at via e-mail at mcnallym@lvccld.org. Thank you for your interest and consideration.

Sincerely,

Matt McNally
Community Engagement Director
Las Vegas-Clark County Library District