



July 20, 2016

#### **CORPORATE**

##### **HEADQUARTERS**

415 South Portage Path  
Akron, OH 44320-2332

Phone: 330-253-4597

Fax: 330-762-5571

TTD: 330-996-7683

[www.matureservices.org](http://www.matureservices.org)

##### **AVENUES TO RECOVERY**

330-253-4597 x200

##### **EMPLOYMENT & TRAINING SOLUTIONS**

Akron: 330-762-8666

Canton: 330-479-0874

Cincinnati: 513-924-9100

Columbus: 614-586-1975

Elyria: 440-324-3588

Hillsboro: 937-840-0055

Portsmouth: 740-353-5238

Youngstown: 330-782-0978

##### **HOMECARE**

330-253-4597 x123

##### **MATURE STAFFING SYSTEMS**

330-253-9356

##### **NUTRITION PROGRAM**

330-785-9770

##### **RSVP VOLUNTEER PROGRAM**

330-253-4597 x166

The Honorable Nikki R. Haley

Governor of South Carolina

1205 Pendleton Street

Columbia, SC 29201

**RE: Funding Opportunity Number FOA-ETA-16-04-A**

Dear Governor Haley:

Mature Service, Inc. is a current national grantee, headquartered in Akron, Ohio. We are responding to Funding Opportunity Number FOA-ETA-16-04-A for the Senior Community Service Employment Program (SCSEP), National Grants for Program Year (PY) 2016. As mandated in the grant proposal, enclosed is a copy of our SCSEP application to you. As one of DOL's national grantees, Mature Services has been successfully administering the SCSEP program since PY 2004.

We are seeking to expand our service area to include the entire state of Ohio and the state of Michigan, as well as portions of Indiana and Kentucky. We are also seeking to expand our service area to include portions of Wisconsin and all of South Dakota, South Carolina and Puerto Rico.

Please feel free to contact me or Paul Magnus, Vice President for Workforce Development, with any questions. We look forward to working with you.

Sincerely,

Karen A. Hrdlicka  
President/CEO  
Mature Services, Inc.  
330-253-4597, x 130

[khrdlicka@matureservices.org](mailto:khrdlicka@matureservices.org)

Paul G. Magnus  
VP for Workforce Development  
Employment & Training Solutions  
330-762-8666, x 164

[pmagnus@matureservices.org](mailto:pmagnus@matureservices.org)

An Equal Opportunity Employer and Service Provider

Funded in part by: City of Akron • City of Cuyahoga Falls • Ohio Department of Aging • United States Department of Labor • United Way of Summit County • County of Summit, Alcohol, Drug Addiction and Mental Health Services Board (ADM) • Ohio Department of Mental Health & Addiction Services • Direction Home Akron Canton Agency on Aging • Corporation for National & Community Service • Emergency Food and Shelter Program • Summit County Public Health • Akron Metropolitan Housing Authority • Medicare • Medicaid • County of Summit Department of Job & Family Services • Workforce Investment Act (WIA) • Foundations • Corporations • Individuals

## Application for Federal Assistance SF-424

## \* 1. Type of Submission:

☐ Preapplication☒ Application☐ Changed/Corrected Application

## \* 2. Type of Application:

☒ New☐ Continuation☐ Revision

## \* If Revision, select appropriate letter(s):

## \* Other (Specify):

## \* 3. Date Received:

## 4. Applicant Identifier:

## 5a. Federal Entity Identifier:

## 5b. Federal Award Identifier:

## State Use Only:

## 6. Date Received by State:

## 7. State Application Identifier:

## 8. APPLICANT INFORMATION:

\* a. Legal Name: Mature Services, Inc.

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

51-0148544

\* c. Organizational DUNS:

0206426250000

## d. Address:

\* Street1: 415 S. Portage Path

Street2:

\* City: Akron

County/Parish:

\* State:

OH: Ohio

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code: 44320-2332

## e. Organizational Unit:

Department Name:

Employment/Training Solutions

Division Name:

## f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Mr.

\* First Name: Paul

Middle Name:

\* Last Name: Magnus

Suffix:

Title: Vice President for Workforce Development

Organizational Affiliation:

\* Telephone Number: 330-762-8666, ext 164

Fax Number: 330-762-5571

\* Email: pmagnus@matureservices.org

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

U.S Department of Labor, ETA

### 11. Catalog of Federal Domestic Assistance Number:

17.235

CFDA Title:

17.235 - Senior Community Service Employment Program

### \* 12. Funding Opportunity Number:

FOA-ETA-16-04-A

\* Title:

Senior Community Service Employment Program (SCSEP) National Grants for Program Year (FY) 2016

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Provide SCSEP services to all of OH, MI, SC, SD, Puerto Rico, Northern Indiana counties contiguous to MI and OH borders, parts of WI, Southern IN and Northern KY adjacent to SW and Southern IN borders

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**

\* a. Applicant OH-013

\* b. Program/Project SCSEP

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**

\* a. Start Date: 10/16/2016

\* b. End Date: 01/02/2017

**18. Estimated Funding (\$):**

* a. Federal	186,589,520.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	20,732,169.00
* f. Program Income	0.00
* g. TOTAL	207,321,689.00

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**☐ a. This application was made available to the State under the Executive Order 12372 Process for review on☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.☒ c. Program is not covered by E.O. 12372.**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix: Mrs. \* First Name: Karen

Middle Name:

\* Last Name: Hrdlicka

Suffix:

\* Title: President/CEO of Mature Services, Inc.

\* Telephone Number: 330-253-4597, ext 130

Fax Number: 330-762-5571

\* Email: khrdlicka@matureservices.org

\* Signature of Authorized Representative:

\* Date Signed: 7-20-16

SF-424

Number 14 - Areas to be Affected by Project

States: All of Ohio, All of Michigan, All of South Carolina, All of South Dakota, All of Puerto Rico, North Western and South Central Wisconsin; Northern Indiana contiguous to Michigan and Ohio (Erie Curve); and Southern Indiana & Northern Kentucky adjacent to Ohio (Tri-State area).

Cities: Akron, Ohio; Cleveland, Ohio; Youngstown, Ohio; Canton, Ohio; Columbus, Ohio; Caldwell, Ohio; Cincinnati, Ohio; Toledo, Ohio; Lima, Ohio; Dayton, Ohio; Portsmouth, Ohio; Farmington Hills, Michigan; Pontiac, Michigan; St. Ignace, Michigan; Grand Rapids, Michigan; Flint, Michigan; Merrillville, Indiana; South Bend, Indiana; Bloomington, Indiana; Evansville, Indiana; Louisville, Kentucky; Madisonville, Kentucky; Rock Hill, South Carolina; Florence, South Carolina; Columbia, South Carolina; Myrtle Beach, South Carolina; Greenville, South Carolina; Charleston, South Carolina; Savannah, South Carolina; Pierre, South Dakota; Rapid City, South Dakota; Sioux Falls, South Dakota; San Juan, Puerto Rico; Cabo Rojo, Puerto Rico; Arecibo, Puerto Rico; Madison, Wisconsin; West Bend, Wisconsin.

## ATTACHMENT

SF-424

Number 15

Descriptive Title of Applicant's Project:

Provide SCSEP services to all of OH, MI, Northern Indiana contiguous to MI and OH borders (the Erie Curve); Southern IN and Northern KY contiguous to the Southwestern OH and Southern IN borders (Tri-State Area); Northwestern and South Central Wisconsin, South Dakota South Carolina and Puerto Rico.

ATTACHMENT

SF – 424 – Number 16  
Congressional Districts

OH-all

MI-all

SC-all

WI-002, WI-003, WI-004, WI-005, WI-007, WI-008

SD – Congressional District-At-Large

PR – Puerto Rico does not have Congressional Districts/Puerto Rico has Counties or Municipios

IN-001, IN-002, IN-003, IN-006, IN-008, IN-009

KY-001, KY-002, KY-003, KY-004, KY-006

ABSTRACT

**Name of Applicant** – Mature Services, Inc., 415 South Portage Path, Akron, Ohio

**Project Title** – Senior Community Service Employment Program

**Description of Area to be Served** – Mature Services will provide services for DOL funded positions in the following areas: Ohio; Michigan; Northern Indiana counties contiguous to Michigan and Ohio borders (The Erie Curve); Southern Indiana and Northern Kentucky contiguous to the Southwestern Ohio and Southern Indiana Borders (Tri-State Area); Northwestern and South Central Wisconsin; South Dakota, South Carolina and Puerto Rico. Our experience and infrastructure developed in Ohio includes Appalachia, Metro areas, farming communities, rural areas and national parks/forests and is replicable to these new areas. We are also willing to assist the DOL to ensure coverage to other states and regions where needed.

**Number of Participants Served** – 4810     **Total Costs per Participant Served** - \$9,698.00

**Funding Level Requested** (Four year budget) - \$ 207,321,689.00

**Scope of the Project** – Mature Services will operate programs directly through eight regional offices each responsible for managing up to 800 authorized positions. Each Region will be served by up to three training centers with access to videoconferencing to share training content for staff and participants. Regional Trainers will assist local projects with specialized skill/job search training and placement activities. Each region will include up to eight local Project Directors serving approximately 100 authorized positions. Our administrative and program management infrastructure includes a Cloud-based paperless system scalable to new areas with low and high population density. In our current areas, we integrate services by working closely with state SCSEP grantees as Ohio's sole sub-contractor, WIOA grants in Summit and Cuyahoga Counties and American Job Centers (AJCs).



**Proposed Outcomes** – Our overall outcomes are centered on improving customer services for participants, employers, host agencies and staff, whom we consider internal customers. Specific steps, along with their planned outcomes, are detailed below:

- **Expand and Enhance Training Opportunities for SCSEP Participants through Career Pathways** – Career pathways will be enhanced through increased dual-enrollment to provide additional training and supportive services.  
*Outcome – The Host Agency's culture will continue to evolve from beneficiary to our partner in improving employment opportunities for SCSEP participants through more formal career pathways and pipelines to unsubsidized employment.*
- **Improve Customer Service through Connectivity** – The personal connectivity we provide participants will be enhanced with technology such as videoconferencing links and web-based services to provide more interaction and functionality. *Outcomes – An updated website will allow participants to complete applications online and link to resources. Access to Job Search Training workshops and collaboration will be expanded by 66% through videoconferencing. Applicants will have an option to view websites in both Spanish and English languages.*
- **Increase Leveraged Service to Enhance Programming Efforts** – AJCs, Workforce Partners and Community Agencies, along with our social enterprise initiatives such as Encore Career Network and Mature Staffing Systems described in our program narrative, will play a key role in expanding our programming. *Outcome – As Encore Career Network grows, local projects will be assisted by supplemental part-time professionals to help support programming activities.*

**(1) Statement of Need**

*Proposed Service Area* – Mature Services, Inc. (MSI) has extensive experience providing SCSEP services since 1977, currently operating in Ohio. Our success has prepared us to extend our services throughout Ohio, South Dakota, Puerto Rico, South Carolina, Northern Indiana contiguous to Michigan and Ohio, South Central and Northern Michigan, Southern and Northern Wisconsin, Southern Indiana and Northern Kentucky adjacent to Ohio.

*Socio-Economic Characteristics and Barriers* – Traditional manufacturing sectors have declined due to globalization, automation, and economic downturns. Basic manual labor occupations in manufacturing, mining, as foundries, mining, farming, and distribution have given way to positions requiring specialized training and analytical skills. While some residents have migrated to other regions or retrained for emerging jobs in the service sector, healthcare, and advanced manufacturing, such as Boeing aircraft assembly, many older workers have fallen into the ranks of the long-term unemployed with outdated skills and low education levels. Much of the proposed area is rural: Ohio, 89%; Indiana, 93%; Kentucky, 96%; Michigan, 94%; Wisconsin, 96%; South Carolina, 92% with limited access to employment due to lack of transportation, the major barrier to employment. Rural areas in Northern Michigan and Appalachian areas in Southern Ohio and Northern Kentucky, prairie and mountainous areas in Wisconsin and South Carolina respectively tend to have fewer non-profit agencies to develop into training assignments leading to unsubsidized employment. Conversely, the urban areas have large pockets of concentrated poverty and applicants with lower skill levels in need of retraining and job search skills. Although South Dakota is 99.7% rural, the unemployment rate is only 2.5%, making unsubsidized placement possibilities very high. Puerto Rico, on the other hand, is 51% rural, and except for eight urban pockets, the terrain is mostly vegetation. All major cities have lost population since 2005, experiencing a current unemployment rate of 11.7% with 33% of the

population over age 50.

*Economic Conditions, Demand Sectors and Industries Targeted* – To determine opportunities that are in demand, we compared data from The Bureau of Labor Statistics on education levels required by jobs with data on jobs with the most openings to identify demand industries and occupations in our proposed service areas. The percentages of openings closely follow the U.S. average of 27.2 % requiring less than a high school diploma and 38.9% requiring a high school diploma. Of the fastest growing industries dominated by health care occupations, we will target allied health and community care for the elderly. We will also target occupations that support regional industries such as shale oil in Eastern Ohio or agriculture industries in South Dakota. Another strategy will be to backfill the openings created as individuals move from entry level to higher skilled jobs to develop career pathways from SCSEP assignments to high-growth industries such as healthcare, business services, food service, tourism or the gaming industry.

*Community Service Needs and Proposed Community Service Positions* – To determine these needs, we reviewed the recently completed state SCSEP plans and combined plans. One of the recurring themes among all was the need to upgrade computer skills. We will develop assignments that will improve self-confidence and prepare participants for job opportunities by improving basic computer skills. To identify local community needs, we will work with Local 211/First Call for Help services. Targeted host site development throughout our regions will focus on agencies that provide basic job training needs, community health services, nutrition programs, and those that provide a broader range of services. These social service sectors will help us balance community need with our objective to provide career pathways to unsubsidized employment.

## **(2) Project Design**

### **a) *Working with Employers and Employer Associations***

*Leveraging Existing/Developing New Partnerships* – As a specialized employment service, we engage employers directly through targeted marketing. Our 2014 Limited Competition Grant helped us expand our employer database to 2,032 employers interested in older workers through consultative sales and networking with employers. We extend our employer reach by leveraging AJC employer service teams through our service areas (i.e.: Portage County’s Business Resource Network and Tri-State Employers First Network) connecting AJCs in Southwestern Ohio, Northern Kentucky, and Southwestern Indiana.

A growing employment sector among older workers is entrepreneurship. Since PY12, 33 participants obtained self-employment. To build on this trend we are working with Digital Works, an agency that provides customer service training and placement in home-based employment opportunities. We will partner with economic development to identify incubators and microloan programs for participants interested in self-employment.

Program staff will engage employers and HR professionals at local Chambers of Commerce and Society for Human Resource Management (SHRM) meetings. We will work with national organizations such as The National Association of Meals on Wheels to identify employer partners and potential Host Agencies with career pipelines to jobs in driving/delivery, institutional food service or dietary in high-growth healthcare sectors. These occupations represent 10% of our unsubsidized placements, which will increase through these networks. Working with the State SCSEP directors, we will identify employer associations and coordinate efforts with other national and state grantees.

*Example of Leveraging Employer Relationships* – Since 2002, our Akron Advisory Board membership has grown to include representatives from high-growth sectors such as, Summa

Health Care, Signet Jewelers, Lowe's, Hard-Rock Rocksino, Swagelok, Thomas Limousine and 78 other companies. The group meets quarterly to collaborate and learn about employer needs, and resources we can provide (i.e.: OJE, local job fairs, and other community events). Our 26<sup>th</sup> Annual Mature Workers Job Fair attracted more than 700 jobseekers and 37 employers.

*Coordination to Defray or Reduce the Cost of Supportive Services* – Based on the barriers identified Participant IEP's, each PD will connect with workforce or community partners to address specific barriers such as transportation, health, and medical services, or job-related expenses including counseling, uniforms, etc. For example, to accommodate a disability, we will access services through vocational rehabilitation offices; for transportation, we will work with the AJCs to access gas cards and bus passes. One participant entered our program with a background in food service and a felony record. She was assigned to the EEOC as a clerical assistant to develop her clerical skills, an interest identified in her application. She had some success while attending our Job Search Cooperative, but her record was holding her back. She was referred to Legal Aid for help in getting her record expunged while she continued sharpening her skills. Once her record was expunged, her job search moved quickly, and she left with two jobs - one as a nutritional specialist, the other as a night supervisor at a housing facility. This defrayed the cost of legal services for both the participant and our program. Similarly, we can access resources for job coaching and counseling by co-enrollment with behavioral agencies or uniforms by coordinating with rehabilitation services or WIOA funded programs.

*Engaging Employers to Determine Needs* – New employers are identified through ReferenceUSA's online database. Employers are contacted directly and engaged through consultative selling techniques and active listening to draw out their staffing needs or problems. Our staff then focuses on the type of service that best meets those needs such as OJE or referring pre-screened applicants.

*Plans for Employer-Based Activities* – We will coordinate employer engagement on a multi-state scale by utilizing PC Recruiter, a web-enabled employer/applicant tracking system. The system's note taking feature allows us to track employer hiring patterns and preferences: willingness to hire ex-offenders, interest in WOTC or OJE. The system also allows us to keep in touch with employers through email blasts or e-newsletters to promote such employer-based activities as:

- *OJE Option* –We use OJE to bridge the skills gap between the employer requirements and the participant skills. Project Directors identify participants with skill gaps who can benefit from OJE and market them to employers. Project staff also contact employers where participants have applied to discuss the OJE option. Details on the contracting process are in the Special Request Section of the Required Attachments.
- *Inviting Employer Input* – We will cultivate employer input through formal questionnaires distributed directly to employers by email, follow-up contacts, and employer hiring events. Conversations at local events (i.e.: job fairs, on-site hiring, Chamber of Commerce events, Employer Advisory meetings) provide valuable information on the employer's profile and anticipated future hiring needs, so career pathways can be established to meet those needs.
- *Encouraging Employers to Prioritize Hiring SCSEP Participants* – Our strategy is to build on relationships with employers that can expand our reach to new areas. For example, Lowe's, a member of our Employer Advisory Committee, has developed a close working relationship with our Canton, Ohio office keeping lines of communication open with our staff rather than simply directing applicants to apply online. This has resulted in two hires for our Canton office. We will also be engaging in top-down approaches such as our MOU in process with Allied Barton.

MSI's Mature Staffing Systems also provides priority for SCSEP participants. Recently, Akron Auto Auction put in a job order for a yard attendant. A SCSEP participant was referred, and he was able to start right away. Within two weeks, he was placed on the company's payroll. For PY 15, four participants have been employed through Mature Staffing Systems.

***b. Recruiting and Managing Host Agencies***

*Aligning Community Needs with Program Goals* – We have developed a ranking system for current and potential Host Agencies. Higher rankings demonstrate opportunities for providing work experience aligned with potential demand occupations, opportunities for dual-enrollment, career pathways or an ability to address community needs. The results, when compared to enrollee surveys and IEPs, help us target the types of new agencies we need to develop by using Google, to identify potential agencies in proximity to participants; publicizing successful SCSEP activities to promote success in demand-driven approaches; identifying potential new agencies through ReferenceUSA and community service directories.

*Relationships with Host Agencies and IEP-Driven Assignments* –The SCSEP work experience reinforces the skill training activities prescribed in the IEP, while training activities increase productivity for the Host Agencies. We ask our Host Agencies to submit a training opportunities list describing all training they are willing to provide. This allows PDs to match participant skill needs with work training leading to career pathways. For example, we can help expand their training, while creating pipelines to high-demand jobs such as dietary or foodservice occupations, by combining the work experience assignment with ServeSafe® training and certification. For individuals with multiple barriers, we will leverage services and expand program integration through dual-enrollment with agencies offering specialized training and supportive services. We will also partner with sites providing access to minority populations,

tribal organizations, and international institutes including ESL classes.

*Past Contributions of HA Partners that will Ensure Community Service Assignments are Consistent with Participant IEPs* – The VA Hospital in Cuyahoga County serves as a site for individuals interested in healthcare occupations. Participants have an opportunity to develop skills while gaining work experience. Since July of 2014, 21 participants have been assigned and 4 have been hired by the VA, while one went on to employment elsewhere in the healthcare field. We monitor IEPs and training assignments to ensure alignment with employment goals.

*c. Providing Quality Service to Participants*

*Plan to Recruit SCSEP Participants* – In order to maximize the number of individuals able to participate in the program, MSI will continue to work collaboratively with AJCs and other referring partners as a recruitment method to identify SCSEP- eligible individuals. We routinely use OhioMeansJobs age lists to identify and recruit job seekers age 55 and older. Approximately 41% of our referrals come from AJCs and other agency partners; 34% are from word of mouth; the remainder comes from newspaper ads, flyers, job fairs, Internet and radio ads. We will continue to expand our partnerships with agencies specializing in serving minorities and applicants who qualify for priority of service.

*Priority of Service* - During PY 2014, 19% of our participants were disabled, 76% had low literacy, 43% were homeless or at risk of homelessness, 24% were age 65+, and 10% were Veterans or an eligible spouse of a Veteran. All participants were determined to have low employment prospects. We achieved 110% of our most-in-need goal, with a YTD rate of 2.89. Organizations like the Veterans Administration, Opportunities for Ohioans with Disabilities, Homeless Shelters, and Adult Literacy Centers are proven partners in recruiting and serving those most in need.

*Minority Report* – According to the PY 2014 Minority Report, 52.2% of our SCSEP



participants represent minority populations, which is 211.3% of the census minority group. This is an increase of 1.7% in services compared to PY 2013. We met or exceeded all minority group percentages of the census population, except for the Asian community, where we achieved 0.5% compared to 1.1%. The Native American population was not large enough to obtain a sample size, so we show no disparities compared to the last Minority Report. Our partnerships with organizations like the Urban League, Ohio Commission on Hispanic/Latino Affairs, The Carver Center, El Barrio Center, Asian Services, Summit County Public Health/Office of Minority Health, and the NAACP have helped us to better serve minority communities. For example, within Asian cultures, elders typically take care of the grandchildren while their adult children work, thus limiting the number of individuals able to participate in SCSEP. We will continue to reach out to organizations such as the Asian American Community Services Community Center, the International Welcome Center, ethnic churches in each community, and agencies providing instruction for ESL to gain the trust of community elders.

The Minority Report for PY 2014 also identified a disparity between blacks (31.2%) and whites (50.4%), as well as all minorities (33.0%) and non-minorities (49.6%) for entered employment. There was also a wage disparity between white (\$6906.07) and black (\$3773.04) and minority (\$4079.34) and non-minority (\$7048.46). The average earnings measure may be impacted by the ability to collect wage information from employers or participants, as well as other contributing factors associated with minority groups.

*Steps to Address Disparities:*

- Identify and work with minority employers through mutual advertisers on Diversity.com;
- Take advantage of OJE options to market program participants and negotiate higher wages;
- Encourage minorities to enroll in training opportunities with stackable certificates;
- Match individuals with job search coaches, through our growing Encore Career Network;

- Empower job seekers through job clubs and job search cooperatives;
- Continue to use the Work Number and in-house collection tool to capture earnings.

*Serving Individuals with Barriers to Employment through Direct Service Model* – MSI does not use sub-grantees. We will continue to serve individuals with employment barriers through active partnerships with Host Agencies. For example, Limited English participants are often placed at agencies offering ESL classes. Barriers to employment are identified on the initial assessment and through monitoring host agencies and training activities. We train Staff to ask motivational questions to help participants buy into the IEP and follow through on steps to address barriers. Additional details on serving individuals are covered on pages 12 - 13 in the section *Overcoming Barriers to Community Service Employment and Unsubsidized Employment*.

*General and Specialized Training Overview* - MSI will use programmatic funds to provide training as authorized in Older Worker Bulletin No. 04-04. We base training on the participant's assessment and vocational goals as documented in the IEP. According to the National Customer Satisfaction surveys for PY 2014, computer skills training was identified as an area of needed improvement by both Host Agencies and employers. After conducting an independent survey of our Host Agencies, we found that 76% of our Host Agencies offer training assignments that require computer skills. Over 40% of those sites require at least basic computer skills before they will consider a participant for those particular training assignments. Of those Host Agencies, 66.8% stated that there is usually a computer available for a participant to use to practice computer skills, and 20.2% have one available on occasion. The largest portion of training is for data entry skills for databases or spreadsheets.

A second internal survey with our participants revealed the following: 57% own a used

computer, 60% state that they have used a computer at work, 45% of participants identify themselves as self-taught, and 53% state that they have attended some type of class. The majority of participants expressed interest in learning file management, e-mail, and MS Office.

*In-House Computer Training* - MSI will assign one to two Regional Trainers to each Regional Office to provide general training in computer skills to our participants. We will access free classes and assessments in each county prior to group instruction through tutorials at AJCs such as OhioMeansJobs' website, Learnfree.org, PureMichigan.org and local libraries. We will teach classes in a contextual environment related to finding unsubsidized employment. For example, participants will learn how to create a new document, edit, format, cut and paste, and save a document when creating a resume. File management and computer basics will be a part of each session. We will establish learning objectives for each level along with pre and post-tests to measure progress and content delivery. Regional Trainers will provide job search/job club activities to assist participants in finding unsubsidized employment. Web-based utilities, such as join.me, will allow us to share a user's desktop for remote support, as needed, during practice sessions for participants. See Requested Attachments for our Work Plan Schedule.

*Paid Training* – We will offer specialized training to SCSEP participants to prepare for particular jobs or high-demand industries. We will enroll participants in training classes through a workforce partner, an educational institution or other training vendor. All training will be offered after the completion of an assessment and only if it is in alignment with the participant's IEP. We will offer paid training in three specific high-demand industries: Computer and Administrative Assisting; Healthcare, such as STNA/CNA/First Aide; and Nutrition/Food Service. These trainings and certifications will increase the average earnings for participants (i.e.: according to payscale.com, the salary range for a general office clerk is \$19,029-\$37,370. An administrative assistant proficient in MS Office can make \$23,721-\$48,598). Regional

Trainers will coordinate paid training for SCSEP participants having verified the suitability based on the participant's IEP and assessments. We will access supportive services through community partners at no cost, or at reasonable cost, to enable participants to engage in employment-related activities.

*OJE Option* – Participants who have completed at least two weeks at a community service assignment may be considered for an OJE assignment. A contract will be negotiated with the employer, specifying skills, timelines and benchmarks the participant must achieve in order to be hired by the employer upon completion. We will use two OJE models: 1. up to 100% employer reimbursement of wages for no more than 4 weeks or 50% of wages for OJE training that will exceed 4 weeks. 2. In lieu of employer reimbursement, most of our OJEs will pay the participant 100% of wages earned up to 40 hours per week for up to 12 weeks. We will provide after hire follow-up to address any issues that could affect retention. Only one OJE option will be exercised with a particular participant in any 12-month period and no more than five with any employer. All contracts must be approved by the Regional Director prior to implementation.

*Overcoming Barriers to Community Service Assignments and Unsubsidized Employment* – When developing the IEP, the participant may agree to complete pre-assignment training such as computer skills, to reduce barriers in securing an assignment. We will address all identified issues through case management as part of the implementation of the IEP. The following chart details the supportive services we will access during the SCSEP assignment and job search phase:

Barrier Identified	Supportive Service or Training	Provider/Staff Providing Service
Mental health and/or chemical dependency  (Identify referral agency from applicant if possible)	Community counseling, assessment services, job coaching	Mental health agency or treatment facility  consumer counseling services
Transportation issues, low literacy, and/or language barriers	Active case management  Specialized transportation Adult Basic Literacy Education (ABLE)  Limited English (ESL) training	One Stop partners such as Veteran's Services, OOD, and CDBG  Community transportation providers  Classes and tutoring Refugee resettlement and other support services for foreign-born individuals
Lack of credentials, equipment and uniforms	Work uniforms, testing, background checks and tools/equipment	Referral to AJC partners such as Veteran's Services, OOD, WOTC vendor and CDBG agencies
Ex-offender status	WOTC certification, information on specialized employment services  Expungement services	Half-way houses, faith-based ex-offender services  Legal Aide

Collaboration and dual-enrollment are key to successfully addressing the needs of the hard-to-serve, which are built into the IEP. All involved parties will sign Release of Information agreements. Evidence of collaboration will be part of the monitoring reviews of IEPs.

*Ability to Move Individuals into Unsubsidized Employment* – At six months, program staff conducts a reassessment of the participant and updates the IEP to assess their employability.

The following programming is prescribed to help individuals overcome barriers and improve their job search skills, increasing their employability:

- *Mature Workers Job Club* – This two-week intensive program, funded by Summit County WDB, covers job search strategies, interviewing, resume writing, use of CR codes, researching and targeting companies through online databases such as ReferenceUSA, online application strategies, and cold calling. Our Job Club has an average entered employment rate of 78%. So far this year, 7 of 9 SCSEP dual-enrolled participants found employment. The

sessions are linked to videoconferencing endpoints in Canton, Elyria, Cincinnati, and Youngstown. New endpoints will connect our proposed regional training centers in Louisville, Grand Rapids, South Bend, Toledo, Cleveland, Columbus, Pierre, Sioux Falls, Madison, Rhinelander, Columbia, and Caguas allowing us to share content.

- *Accessing Job Search Assistance through AJCs and Public Libraries* – Outside our training areas, we refer individuals to job search workshops available at AJCs or public libraries. We will also take advantage of a growing number of online resources. Our Regional Trainers will review and identify the best options and develop a portal to online learning and assessment including practice sites for WorkKeys® and online applications.
- *Building Career Pipelines* –We will develop pipelines for specific openings where the participant IEPs reflect a specific job suggesting a particular industry or employer known to have multiple openings. For example, we will continue to work closely with the Allied Healthcare Industry to develop progressive assignments resulting in OJEs or a direct placement after two to six months.
- *Joint Programming with Community Based Job Placement Services* – Participants benefit from groups that typically meet weekly for networking and often include guest speakers. In some cases, we have been able to elevate our collaboration to include joint programming, recruitment, and activities with agencies such as Employment for Seniors of Columbus.
- *Job Search Cooperatives Facilitated by our In-house Encore Employees* – This service was designed to expand collaboration and participant cold calling. Members learn to apply consultative selling techniques to develop job leads.
- *Mature Staffing Systems* – All job orders are shared with workforce and SCSEP staff.

*Timeline for Moving Individuals through the Program Before they Meet their 48-Month Durational Limit* –During the initial individual assessment, we present the option for a “fast

track” which typically takes three to nine months to transition to unsubsidized employment. These assignments are for participants who have barriers and a clear, realistic goal and are still unable to find employment through an AJC. Individuals on more of a career pathway, average assignments up to 24 months, often enhance work experience with specialized skill training. As the duration increases past 24 months, the programming focus turns more to identifying latent barriers and re-evaluating and strengthening IEP goals to include job club. Participants nearing durational limit will participate in job clubs or work readiness sessions to get a refresher on job search techniques to intensify the search process.

*Comprehensive Assessment Process* –The first step is an information meeting conducted individually or by group to explain SCSEP and available opportunities to strengthen employability. Following this session, the Project Director reviews the application for completeness and begins the initial assessment during a one-on-one interview to validate eligibility and identify the participant’s skills and potential barriers.

*Jointly Developed IEP* – Once eligibility is determined, the individual is scheduled for an in-depth assessment. We administer the SORT (Slosson Oral Reading Test) and the DST:M (Diagnostic Screening Test: Math) to determine reading and/or math levels; myskillsmyfuture may also be administered. Individual goals are jointly established, a customized training assignment is developed, and the enrollment process will begin.

*Efforts to Ensure Training Agreements are IEP Driven* – Rather than submitting requests for positions, we require our Host Sites to describe their available training opportunities. This allows our Project Directors to customize the Training Assignment to match the IEP. As participants progress through the program, training assignments will change, and new IEP goals will be added to enhance the training experience and increase marketability.

*Services to Diverse Populations with Limited English Proficiency* – When possible, we will

identify staff participants who can help interpret and identify potential applicants and host agencies. We will identify resources such as the Somali Resource Center, the Jewish Family Services' Refugee Employment Program (in Columbus, Ohio), and PathStone (in Puerto Rico, Ohio, and Indiana) to find leaders, provide translation services and outreach opportunities. We will also enlist their help in referring us to similar services in other regions that can serve as Host Agencies.

### **(3) Organizational, Administrative and Fiscal Capacity**

#### **a. Capacity to Administer SCSEP in Proposed Areas:**

*Capacity to Manage Core Organizational Functions and Program Operations* – The territory will consist of eight separate regions. Regions 1 through 4 serving approximately the same number of participants (800) as our combined SCSEP awards as both a national and sub grantee for the Ohio Department of Aging. Regions 5 through 8 vary based on the individual territory. To effectively manage program performance, data collection, monitoring and all other processes associated with SCSEP core functions, we will replicate our current staffing patterns, communication system, and processes into eight manageable regions:

Region #	Description of Territory	Training Center Locations with Videoconferencing
1	Encompassing the I-71, I-77, I-70 corridor for NE OH and Central OH, including SE OH Appalachia	Akron-OH, Cleveland-OH, Columbus-OH
2	Encompassing SW OH, including south-central OH Appalachia; Northern KY; Southern Indiana along the Ohio River basin	Cincinnati-OH, Louisville, KY
3	Encompassing Northern IN I-80; Western MI corridor I-94; Michigan Northward up I-94	Grand Rapids-MI, South Bend-IN
4	Encompassing NW OH I-80, I-75 north of Dayton; SE MI east I-94, north I-75, I-475 thru the Detroit Metropolitan Area; the "Erie Curve"	Toledo-OH, Farmington Hills-MI
5	Encompassing Northern, Western Border, South Western Wisconsin (325 Slots)	Madison-WI, Rhinelander-WI
6	South Carolina (474 Slots)	Columbia-SC
7	South Dakota (216 Slots)	Pierre-SD
8	Puerto Rico (479 Slots)	Caguas-PR



*Operations* – The Assistant VP of Workforce Operations will be responsible for supervising eight Regional Directors and for the overall operation of the SCSEP grant, including: monitoring performance outcomes, operations, grievances, and fiscal accountability for each region. She will be instrumental in developing strategies for continuous improvement based on data analysis, surveys and program performance reports submitted by the MIS/Program Manager and Service Resolution Coordinator. Successful recruitment strategies, job placement, and training initiatives leading to career pathways will be shared with Regional Projects through regular quarterly meetings.

Each Regional Office will be required to develop a strategy for recruitment, training, Host Agency development and job placement. The Assistant VP of Workforce Operations will monitor progress of each regional plan and provide coaching, training, technical assistance, and implement formal action plans as needed.

MSI has developed management tools to improve workflow and reduce bottlenecks in data processing. Project Directors use a computerized income calculation worksheet to determine the annualized income for SCSEP eligibility, increasing accuracy and reducing verification turnaround time to 24 hours.

*Quality Control* – The MIS/Program Manager will be responsible for quality control for data integrity, collection, eligibility, recertification and data validation. She will also provide technical assistance and data analysis. Records Specialists now use SKYPE for Business to share desktops when training staff when there are repeated errors. We have seen a 70% improvement in file management and 50% improvement in the reduction of duplicate tasks submitted.

*Program Management* – A Regional Director will supervise each Region. Staffing pattern for each Region will include, a Regional Director, (1 to 2) Regional Trainers; (1 to 2) Records Specialists; a Payroll Specialist and an Accounting Specialist. Each Regional Director will be

responsible for managing (2 to 8) Project Directors who will be assisted by part-time Intake Specialists. Additional information on staffing is detailed on our Organization Chart and Staffing Plan provided in the Requested Attachment.

*Communication with Program Staff* – The Leadership Team meets weekly to discuss policies and procedures, workflow, strategies, performance outcomes, and training initiatives. Time-sensitive information from these meetings is shared by phone or e-mail with the Regional Directors. The Assistant VP of Workforce Operations and the MIS/Program Manager will also hold bi-weekly conference calls with Regional Directors to communicate new information regarding SCSEP policies and procedures, data collection, program performance, participant services and fiscal management. The Assistant VP of Workforce Operations will also conduct quarterly training for continuous improvement in program performance and technical assistance, as needed. Time-sensitive information will be immediately communicated by phone or e-mail. The Regional Directors will be responsible for disseminating information to the Project Directors, Regional Trainers, and other staff as necessary. We will use videoconferencing, Skype, and join.me to reduce commuting mileage for meetings.

NOTE: Resources for all communication updates include: all grantee calls, SCSEP Forum on Charter Oak Group, newly released TEGs and bulletins, information on [workforce3one.org](http://workforce3one.org); SPARQ QPRs, Management and CRM Reports; bi-weekly payroll, internal cost, recruitment and training budget reports; quarterly narratives and corrective action plans.

*Communication on Policies and Procedures for SCSEP* – All employees receive a copy of all regulations, policies and procedures. Any changes pertaining to policies and procedures are shared during regularly scheduled quarterly meetings. Time-sensitive information is immediately communicated by phone or e-mail.

*Communication for Data Collection* – All staff receive an updated version of the data

collection and data validation handbooks as they are released. Training is provided and changes to data collection are communicated by e-mail or during quarterly meetings with staff.

*Issues regarding program performance* – Program performance is closely monitored by Project Directors, Regional Directors, MIS/Program Manager, Assistant VP of Workforce Operations, and the VP for Workforce Development. Local projects will submit quarterly reports to their Regional Directors regarding development, recruitment, training activities, strategic planning and response to directives. Regional Directors will review reports, recommend best practices to Project Directors, issue directives, and develop action plans as needed. Each Regional Director will provide quarterly reports to the Assistant VP of Workforce Operations, who will monitor progress on action plans for each region.

*Participant Services* – Project Directors are responsible for community service training assignments at Host Agencies. Changes in assignments are communicated through CRM to records and payroll staff. Regional Training Specialists and PDs will coordinate spending for specialized and general training and supportive services. Paid Training Plans and contracts are submitted to the Assistant VP of Workforce Operations.

*Communication Regarding Fiscal Management* - Internal Cost Reports detailed in our fiscal controls section, page 25, are emailed to Regional Directors to review with local staff.

*Training Opportunities Provided for Local Projects.* Local project staff receive regular substantive training regarding program policies, DOL guidance and directives, performance, and fiscal reporting upon hire and during quarterly staff meetings. Training is provided via individualized training, regional and statewide meetings, annual conferences and workforce3one.org webinars. New staff receive intensive training during the first full week of hire and ongoing individualized training through the next 5 months. They are also assigned a mentor for their first full year. Information will be communicated to Regional Directors, and they

will provide or coordinate training for Project Directors on a quarterly basis. Existing staff receive regular communication and substantive training updates on the following topics:

*DOL Guidance and Directives* – Intensive training is provided to staff using Training and Guidance Letters, Older Worker Bulletin 04-04, Data Validation and SPARQ Data Collection Handbooks. Topics include eligibility, common measures, fringe benefit guidelines, working with faith-based organizations, priority of service and permissible training activities for SCSEP. The SCSEP/Charter Oak Forum is also reviewed throughout the year and updates are communicated to staff. We have not received any directives from DOL; however, immediate customized training would be developed along with action plans for improvement should we receive any. Outcome of training - Last program year we adjusted our training plan to align with DOL's training and supportive services waiver. Project staff created a list of free resources for computer skills training to expand our resources for SCSEP participants.

*Program Policy* – Training includes: SCSEP regulations; SPARQ; review of the Federal Register Part IV, DOL, ETA, 20 CFG Part 641 SCSEP Final Rule; the SPARQ Handbook; policies regarding involuntary termination; grievance procedure; OJE regulations; durational limit; holiday policies; leave of absence; jury duty. Outcome of training – We improved our process for identifying individuals with multiple barriers to employment and increased the percentage of most-in-need served during each program year from 2.70 in PY 12 to 2.89 in PY14. We also reduced the number of grievances submitted per year.

*Performance* – Training on performance measures and factors affecting them include the initial assessment, well-developed IEPs, work training assignments, case management, monitoring and follow-up activities, program goal performance reports used to monitor local projects, performance goals, and productivity tools. We review this information regularly with project staff. Outcome of training - Better case management and IEPs have been developed as a

result of continuous training. PDs rank Host Agencies by the quality of training they provide, the type of training options available, capacity to support participant goals, hiring practices, and capacity to match training assignments with jobs in the community. Participants are assigned to higher-performing Host Agencies whenever possible.

*Fiscal Reporting* – Staff training is conducted on interpreting fiscal reports for payroll, training and recruitment budgets; purchase order requests, petty cash, supply orders, etc. Reports are reviewed with staff every two weeks. Outcome of training - In PY 13 we spent 99.74% of our contract and PY 14, we spent 99.48%.

*Monitoring Local Projects* – We routinely take advantage of technology to efficiently monitor our projects for program performance and compliance, allowing us to quickly identify high and low performing projects and provide technical assistance as needed.

*Program Eligibility and Data Validation* – Eligibility is determined by the Project Directors and verified by our Records Specialists prior to enrollment and during the recertification process. Records Specialists verify source documentation for data validation.

*Project and Program Management* – We use SPARQ QPRs and Management Reports to review program performance outcomes for each project on a quarterly basis. Reports are provided to Regional Offices and action plans are prescribed and reviewed as needed. DQRs are checked daily to resolve any rejects or warnings. Local projects receive bi-weekly payroll reports reflecting enrollment and service levels. CRM also provides us with additional real-time data regarding performance, case management, IEP development, compliance and follow-up activities to identify project strengths and areas of needed improvement. Regional Directors will use a checklist to conduct annual monitoring including surveys from Supervisors and SCSEP participants for quality training and customer satisfaction. Regional Directors will monitor local offices for compliance, IEP development, implementation of career pathways and program

performance. They will submit reports and action plans regarding recruitment, unsubsidized placement activity, development of local partnerships, training activities, AJC collaboration, and responses to directives to the Corporate Office on a quarterly basis with timely feedback from the Assistant VP of Workforce Operations.

*Fiscal Accountability* – Expenditures are tracked and compared to contract budget expenses. Results are reviewed monthly by the CFO, President/CEO and the VP for Workforce Development and adjustments are made as needed.

*Prescribing Corrective Action Plans for Local Projects* - MSI has a consistent system for prescribing corrective actions and resolving issues of performance, data collection, and/or fiscal management for local projects. Local projects are evaluated using multiple tools throughout the program year: routine on-going monitoring for performance, compliance and data collection; quarterly performance and compliance reports; yearly project monitoring and employee evaluations. Areas needing improvement are identified, and directives are issued when appropriate. One-on-one coaching, technical assistance, and training are provided. If there is not sufficient improvement within a specified period of time, a formal written and signed action plan is developed by the Regional Directors defining the area(s) of needed improvement, measurable goals, timelines, and expected outcomes. Additional training is also specified in the plan if necessary. The Regional Directors will continue to work with the Project Directors, monitor improvement, and provide technical assistance. If expectations are not met, additional steps may be taken to replace the employee.

*Example of Improved Performance* – Over the past year, one of our Project Directors was struggling to achieve Service Level and Average Earnings goals. This problem was identified early in the program year and coaching was provided. In October of PY 2015, during the employee's evaluation, program performance for PY 14 and the 1<sup>st</sup> Quarter of PY 15 was

reviewed. Additional training, coaching, and technical assistance was provided and the following steps were initiated to improve performance: (1) Changed recruitment methods from walk-in to group orientations where applicants learn about SCSEP, register on the OMJ website, complete an Interest Inventory, and receive a one-on-one interview with the Project Director helping to set SCSEP expectations; (2) Set up a regular orientation schedule to streamline the enrollment process for AJC referrals from a neighboring county; (3) Conducted a survey to build customer satisfaction with current participant responses. This resulted in providing more computer and job search skills training; which in turn, opened up more training opportunities at certain host agencies; (4) Adopted a best practice from another project using a special form and cover letter to collect follow-up wage information. As a result, the most recent internal and 2<sup>nd</sup> Quarter PY2015 QPR, her service level is currently at 87% (15% higher than this time last year) and average earnings is at 117% of goal.

*Ability to Coordinate Activities with Other Organizations* – MSI works collaboratively with state and local agencies to enhance services for our participants. For example, we have had success in coordinating services with Opportunities for Ohioans with Disabilities (OOD) by co-enrolling individuals who are receiving services through this agency. In Ross County, we placed a participant at a training site who was able to work with her hearing impairment. OOD staff will be monitoring the participant during the first few months of an assignment in SCSEP to determine if OOD will need to provide any aids or support to facilitate her training. In Stark County, the Project Director continues to work with OOD on case management of individuals who are co-enrolled. Individuals sign a release of information to facilitate communication among the partners, allowing them to work toward the common goal of unsubsidized employment.

*Ability to Manage Disruption of Services due to Natural Disaster* -- When a natural disaster occurs, local staff will be responsible for contacting participants and host agencies. We will post

emergency contact information on our website. If no phone service or internet service is available in the area of disruption, MSI staff will post relevant information at designated emergency shelters like the American Red Cross. We will make every effort to contact participants to learn of their whereabouts and safety, and Host Agencies to learn if they anticipate their training assignments to remain open. Supportive services will be provided through MSI or referrals. We will immediately process Worker's Compensation claims for participants.

If a Host Agency is closed due to the disaster, MSI will make every effort to re-assign the participant to another agency, which may include disaster relief efforts. Participants who are displaced due to the disaster will have the ability to make up any lost time when a new assignment can be found. If we anticipate delays in payroll, we will promptly notify participants of the situation and when they can expect payment.

***b. Capacity to Manage Data***

*Past and Current use of SPARQ* – MSI has utilized SPARQ since its inception. Our data entry staff participated in workgroups to improve the system since its beginning. The records and data entry staff populate WDCS as information is submitted from our project offices via our CRM system. The MIS/Program Manager ensures that all reporting requirements are met. WE use SPARQ to track program performance at both the grantee and local project levels.

*Accuracy and Timely Data Entry* – The MIS/Program Manager and staff examine DQRs daily to correct rejections or fix internal problems. Our records staff reviews all entries from the project offices for accuracy. All completion and accuracy issues are retrieved from the field prior to submitting data for entry into SPARQ. This process has prevented QPR rejections.

*Completion of Data Validation and Use of Results to Improve Data Collection, Reporting and Program Implementation* – MSI has completed data validation

Data Validation		
Error Rate History Past 3 years		
Year	Eligibility	Performance
2011	0%	1.09%
2012	.06%	.05%
2013	0%	8.06%
2014	.037%	.05%



prior to the due date every year DV has been required.

The MIS/Program Manager uses the results to address weaknesses and strengths at the project, records, and data entry levels with respect to accuracy and completeness. Technical assistance is provided to improve efficiencies for current and new program staff. With the addition of the IEP element, we had an increase in errors for PY13; consequently, we have tightened the IEP update process in the field resulting in better IEPs and fewer errors.

***c. Financial Stability and Ability to Adjust to Changes in Funding***

*Experience in Expanding Funding for New or Existing Programs* – MSI has successfully managed program expansions with our DOL grants as well as our sub-grant with Ohio Department on Aging. In 1992, as a sub-grantee for SSA, our original Summit county program tripled in size to include Northeast Ohio when the State of Ohio went out for bid, and SSA expanded our territory to Mahoning and Trumbull Counties: a total of 11 counties. Our current footprint is the result of our successful bid to become a National Grantee in 2003 and Ohio's sole grantee in 2005: 40 counties.

*Minimizing Disruptions to Participants During Potential Reduction* – Should we receive notification of a reduction in territory from DOL, MSI will send a letter to Host Agencies and program participants informing them of the change and outlining the process of the transfer. We will meet with the participants and supervisors during the transition period to minimize concerns. We will provide participant files and reach out to the new grantee to ensure a smooth and seamless transfer to meet payroll deadlines.

*Financial Capacity and Fiscal Management information system* – Our fiscal infrastructure and internal controls in place are scalable to accommodate our proposed multi-regional area. Our supply chain is scalable to a state and region. Our SAGE 100 Enterprise Resource Planning (ERP) Software allows us to track expenses against budgeted line items. The system is cloud-

based to allow our regional Accounting Specialists to track and input data from our regional offices. SAGE 100 ERP seamlessly incorporates accounts payable, accounts receivable, general ledger, budgeting, and reporting.

*Fiscal Controls* – MSI has a comprehensive list of procedures for implementing our accrual-based accounting. Our internal controls are detailed in the upcoming audit section of this proposal. These procedures will be implemented throughout the regional offices by our Accounting Specialists under the supervision of our Accounting Manager.

*Ability to Handle Multiple Funding Streams* – MSI manages 75 separate funding streams through grants and contracts from federal, state, local and private funders. Our chart of accounts allows us to assign departments for each funding stream and to monitor based on each contract's terms and conditions.

*System for Tracking Planned Expenditures* – All expenditures are tracked by type of expense and funding source, and compare actual expenses to budgeted expenses through our SAGE 100 ERP. This system is backed up by hard copies of invoices and receipts and is maintained according to vendors, contractors, and funders to document the audit trail. Accountability and consistency is maintained with written policies and procedures and is regularly reviewed by management and the Board of Directors.

*Tracking Forecasted and Actual Enrollment and Participant Wages and Fringes* – Our executive staff, program, and fiscal managers meet bi-weekly to review the wages and fringes expended over the previous pay period, new enrollments and projections. The spreadsheets also provide information on the previous program year to benchmark improvements or concerns.

#### ***d. Reporting and Audits***

*Experience of Grants Management in the Final Quarter* – In the previous three program years, we spent 98.81% (PY12, FY13), 99.74% (PY13, FY14) and 99.48% (PY14, FY15),

respectively. Our history of successful spend-downs in the final quarter provides us with valuable data that results in more accurate forecasting. This has resulted in fewer budget variances that have to be accommodated in the final quarter.

*Annual Audits* – All of MSI’s audits have been issued without findings, including the most recent audit for FY ending 9/30/15, and the previous two fiscal years. Each year we received an unmodified opinion, the highest opinion and endorsement of our accounting practices.

*Prevention of Fraud or Criminal Activity* – The duties of accounting staff are segregated to ensure no individual can complete an entire transaction by themselves. Our policies and internal controls are reviewed annually by our auditors, and they have classified us as a low-risk auditee.

*Prevention of Administrative Deficiencies* – Our fiscal department uses an Outlook Task utility to identify and track the completion of any report that is required by our funders. Any request that comes from an FPO or grant officer will be forwarded to our senior management team. As the issue is resolved, our responses and any submittal to our FPO are copied to the other members of the team.

#### **(4.) Partnerships**

##### *Key Partnerships Developed and Description of Strategies to Support Program*

*Implementation* – We have developed vital partnerships with state and local workforce systems:

- *WIOA Funded Services for Mature Workers* – Our WIOA contracts include \$257,788 from Cleveland/Cuyahoga WDB and \$200,000 from Summit County WDB to provide job club.
- *AJC’s* – These partnerships provide us with access points to meet with applicants, conduct training and access to partner services and on-site hiring events.

*Agreements in Place with Partners* – We have placed an AJC’S MOU example, Letters of Commitment and Employer Agreements in the Requested Attachment Section.

*Additional Partnerships* – Our partnerships add value to our SCSEP programming by

expanding training and supportive services as illustrated in the following chart:

<i><b>Partners and Potential Partners</b></i>	<i><b>Description of Contributed Service</b></i>	<i><b>Joint Achievements/Future Initiatives</b></i>
Area Agency(s) on Aging in OH, MI, WS, PR, IN SD, SC, and KY	<ul style="list-style-type: none"> <li>▪ Potential access and host sites in rural areas</li> <li>▪ Access and referral to vendors to develop job leads, OJEs in Allied health Care</li> <li>▪ Help for participants with aging families</li> </ul>	Steady U and healthy aging resources
Public Library Systems	<ul style="list-style-type: none"> <li>▪ Free access to online databases (ReferenceUSA) to target companies and develop job leads</li> <li>▪ Computer training, micro enterprise training and use of community rooms</li> </ul>	<p>Pre-assignment training opportunities</p> <p>Free hosting of quarterly meetings/joint promotion</p>
Community-Based Organizations specializing in rural Areas	<ul style="list-style-type: none"> <li>▪ Pathstone and Community Action Agencies providing wrap around services in rural areas</li> <li>▪ Tribal Nations</li> </ul>	Help in recruitment and identification of potential Host Agencies and source of supportive services
Employment for Seniors in Columbus	<p>As detailed in Requested Attachment:</p> <ul style="list-style-type: none"> <li>▪ Collaborate on Annual Senior Job Fair</li> <li>▪ Sharing job leads and recruitment</li> <li>▪ Email blasts to cross-promote programs</li> </ul>	Expanding our joint base of employers in Columbus to more than 5,000
The University of Akron Institute for Lifespan	Provides 5 graduate students, 2 Ph.D. level interns and 1 advisor to help evaluate program effectiveness of our Mature Workers' Job Fair and our Mature Workers Job Club	Longitudinal study and summary report, copies of nationally published material
Encore Career Network - This pilot program was started in Cleveland and we plan to expand it to other cities in the Midwest.	<ul style="list-style-type: none"> <li>▪ Cross referrals of eligible/ineligible applicants</li> <li>▪ Unsubsidized placement opportunities at \$10.00/hr. for 15-25 hours per week</li> <li>▪ Opportunities for co-location and cost sharing in Cleveland and other cities as it expands program income from Encore Career Network will be reinvested in capacity building positions such as job search coaches to help place SCSEP participants</li> </ul>	Encore Career Network has hired their first Encore employee in Cleveland to co-market and assist Encore, SCSEP, and Mature Staffing Systems. Additional Encore employee will be hired in October. Encore Career Network has already referred 32 applicants to our SCSEP program and seven potential Host Agencies.
Host Agencies sites aligned with Career Pipelines and Pathways.	<p>Best practices to be replicated:</p> <ul style="list-style-type: none"> <li>▪ VA hospital agreements modeled after our successful site in Cleveland preparing participants for work in hospital settings</li> <li>▪ Nutrition sites combined with ServeSafe certification to align with the dietary aid positions or food service manufacturing opportunities</li> </ul>	Host Agencies aligned with demand driven industries help combine work experience with OJEs to strengthen IEP-driven assignments. Larger Host Agencies such as VA Hospitals also offer more opportunities for in-house hires.

*Commutation with Key Partners* – In addition to individual communication and follow through at the local level, our website will include e-newsletters and links for our partners.

*Changes made to our Current Operation if Awarded Grant* – Expanded territories will enable us to implement a regional approach to program management. This will allow us to focus on regional development including expanded collaboration with new partners such as tribal nations, regional economic development initiatives, and regional workforce planning activities.

Local projects will be staffed to process intakes, payroll and data entry, which will create efficiencies, and allow more time for service delivery and meeting personally with Host Agencies and participants to ensure a seamless transition.

**(5) Past Performance** – As a current grantee, our performance data is available on SPARQ.

**(6) Budget and Budget Justification** – Our proposed budget provides us with a critical mass of participants resulting in funding levels that will enable us to implement a regional approach for service delivery. We have scaled up our administrative services to support the regional offices and continue to excel in grants management. This budget allows for 2.8% of our administrative funds for local areas to help expand programming to improve performance.

Key personnel working with staff and participants at the local and regional level will also benefit from our shift to regional offices. The addition of part-time intake specialists will allow the local project directors to devote more time for development. Under the proposed budget, we will reduce the number of direct reports for our Assistant VP of Workforce Operations, allowing more time to invest in oversight, training, and operations.