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*Empowering Communities.
Changing Lives.*

The Honorable Nikki R. Haley
Governor of South Carolina
Office of Governor Nikki R. Haley
1205 Pendleton Street
Columbia, SC 29201

Dear Governor Haley:

The National Urban League (NUL) is applying for Federal national grantee funds from the United States Department of Labor (DOL) Senior Community Service Employment Program (SCSEP) to administer an Urban Seniors Jobs Program in your state. NUL is submitting our application to your office for review and recommendations in accordance with CFR 641.410; OAA 503(a) (5); and 641.480. Please find our program plan attached.

Kind Regards,

A handwritten signature in blue ink, appearing to read "marc morial", with a stylized flourish at the end.

Marc H. Morial

Chief Executive Officer, National Urban League



ABSTRACT

Applicant Name: National Urban League **Project Title:** Urban Seniors Jobs Program (USJP)

The National Urban League (NUL), a current U.S. Department of Labor (DOL) Senior Community Service Employment Program (SCSEP) national grantee is requesting **\$20,821,606** in general **SCSEP funds** for Program Year 2016 (FOA-ETA-16-04-A) to expand our national community service and employment training program targeted to unemployed, low-income seniors aged 55 and older. As a result of the increasing financial needs of seniors in communities served by our affiliates, NUL requests **2,147 slots** (3,585 participants to be served) at a cost of **\$9,698 per participant** and proposes to expand our program from 6 to 10 affiliates in PY16 serving communities listed below.

| UL Affiliate | Chart of Service Areas |
|---|---|
| Urban League of Palm Beach County (ULPBC) | Florida: Broward, Palm Beach |
| Pinellas County Urban League (PCUL) | Florida: Pinellas |
| Louisville Urban League (LUL) | Kentucky: Bullitt, Hardin, Jefferson, Logan, Madison, Marion, Muhlenberg, Nelson |
| Urban League of Eastern Massachusetts (ULEM) | Massachusetts: Norfolk, Suffolk |
| Urban League of Detroit and Southeastern Michigan (ULDMS) | Michigan: Macomb, Oakland, Wayne |
| Urban League of Essex County (ULEC) | New Jersey: Essex, Hudson, Union |
| Urban League of Westchester County (ULWC) | New York: Nassau, Suffolk, Queens |
| Urban League of Greater Pittsburgh (ULGP) | Pennsylvania: Allegheny, Beaver, Butler, Washington, Westmoreland |

| | |
|---|--|
| Urban League of the Upstate (ULU) | South Carolina: Aiken, Anderson, Greenville, Lexington, Orangeburg, Richland, Spartanburg, York |
| Urban League of Greater Southwestern Ohio (ULGSO) | Ohio: Butler, Hamilton |

Last year, NUL's **Urban Seniors Jobs Program (USJP)** served 59% women, 81% African American, 92% living below poverty, 62% receive public assistance, 6% have Limited English Language, 1 in 10 were Veterans or spouses of Veterans, 18% have a disability, and 18% are homeless or at risk of becoming homeless. **Scope:** Our success is based on a model of community-based engagement through local affiliates supported by a centralized management infrastructure. NUL will oversee program implementation across 10 affiliates, each of whom are individual 501c3 entities and will serve as SCSEP sub-grantees. USJP targets low-income seniors from SCSEP most in need categories; conducts assessments; makes specialized agency referrals that address barriers to employment and self-sufficiency and makes community service agency training assignments; links participants to educational workshops and job-skills training, and provides personalized guidance on job search and on-line applications with help from case managers and job developers at each affiliate. A central goal of the USJP is to improve the self-sufficiency of participants so they are better off than when they came into the USJP. This is done through work-based experience, skill development, increased knowledge about health and skills desired by employers for occupations in demand. NUL's USJP continues to be a lifeline for the majority minority population of seniors we serve who lack employment and training options as they become more advanced with age. **Proposed Outcomes:** NUL proposes to increase service levels to 167% and increase community service level to 80% as defined by DOL requirement, increase entered employment rate to 45%; maintain retention rate and average earnings at 70% and \$8,500 respectively, and increase most in need to 2.9.

1. Statement of Need: The National Urban League (NUL), a current Senior Community Service Employment Program (SCSEP) grantee, along with ten local Urban League (UL) affiliates, is requesting **\$20,821,606** in general SCSEP national grant funds for Program Year 2016 (FOA-ETA-16-04-A) to expand our national community service and employment training program targeted to unemployed, low-income seniors. NUL requests **2,147 slots** for PY 2016, and proposes to expand our service areas from 6 to 10 affiliates, adding UL affiliates in West Palm Beach and St. Petersburg, FL; Cincinnati, OH and Greenville, SC to those already in Louisville, KY; Roxbury, MA; Detroit, MI; Newark, NJ; Long Island, NY; and Pittsburgh, PA. NUL's **Urban Seniors Jobs Program (USJP)** serves almost 1,400 seniors annually and the **socio-economic characteristics are:** 59% women, 81% African American, 92% living below poverty, 62% receive public assistance, 6% have Limited English Language, 1 in 10 were Veterans or spouses of Veterans, 18% have a disability, and 18% are homeless or at risk of becoming homeless. Participants face significant **barriers to employment**, including perceived stigmas, lack of education or training, substance abuse, or lack of support or needed accommodation. In PY16, USJP proposes to work in areas where the official poverty rate for seniors is 10-18%. Four (4) new proposed affiliates are in West Palm Beach and St. Petersburg, FL, Cincinnati, OH, and Greenville, SC. All have a large proportion of seniors and minorities in poverty. AARP and Mature Services--grantees currently serving NUL's proposed new counties in Florida and Ohio, served 67.7% and 52.2% minorities overall in SCSEP, while NUL served 88.1% minorities overall according to the 2014 SCSEP Minority Report. This highlights NUL's track record in serving minorities and underscores NUL suitability to recruit and serve minorities for the SCSEP grant in these areas. In addition, Palm Beach County has a large senior population of 84,357 residents and a large seasonal senior population that brings the total senior population to over

190,000 households. Known as a wealthy community, there is a great deal of hardship and poverty in Palm Beach, including a 51.9% food stamp participation rate amongst seniors and 49,908 seniors living 125% below the poverty guidelines. Greenville is similar in need with a poverty rate of 18% among seniors. However, in all the target communities there is a need for trained workers in growing industries. In Roxbury, Detroit, Pittsburgh, Long Island, and Louisville, the Health and Education industries rank highest in need for trained workers. In Palm Beach and Greenville, the need in Health Care is growing. NUL has conducted research on growth industries and employers to create a Labor Market Grid for use by USJP affiliate communities. The table below shows the need and the growing sectors in each USJP community:

| Urban Seniors Jobs Program AT A GLANCE | | | | |
|---|--------------------|--|---|--------------------------------|
| UL Affiliate | Service Area | Socio-Economic Characteristics* | Growth Industries | Target Community Needs |
| Urban League of Palm Beach County (ULPBC) | W. Palm Beach, FL | Permanent Senior population: 84,357 Seasonal senior population: 190,000+ Senior poverty: 18% | Education, Health Services and Business Services. | Social Services administrative |
| Louisville Urban League (LUL) | Louisville, KY | Senior population: 26.4% Senior poverty: 13% SCSEP Minority: 15.6% | Health and Education, Hospitality, and Trade, Transport and Utilities | Social Services administrative |
| Urban League of Eastern Massachusetts (ULEM) | Roxbury, MA | Senior population: 15.1% Senior poverty: 16% SCSEP Minority: 37% | Life, Physical and Social Science | Social Services administrative |
| Urban League of Detroit and Southeastern Michigan (ULDMS) | Detroit, MI | Senior population: 15.4% Senior poverty: 10% SCSEP Minority: 50.8% | Agriculture, Manufacturing, Information Technology, Healthcare, and Energy. | Social Services administrative |
| Urban League of Essex County (ULEC) | Newark, NJ | Senior population: 17.6% Senior poverty: 15% SCSEP Minority: 68.8% | Education, Health Services, Professional, Scientific, & Technical Services | Social Services administrative |
| Urban League of Westchester County (ULWC) | Long Island, NY | Senior population: 27.6% Senior poverty: 16% SCSEP Minority: 66.4% | Ambulatory Healthcare Services; Professional, Scientific, & Technical Services; Educational Services. | Social Services administrative |
| Urban League of Greater Pittsburgh (ULGP) | Pittsburgh, PA | Senior population: 17.4% Senior poverty: 14% SCSEP Minority: 47.9% | Construction, Professional & Business Services, and Education & Health Services | Social Services administrative |
| Urban League of the Upstate (ULU) | Greenville, SC | Senior population: 26.6% Senior poverty: 18% | Health, Medical and Education Services, Information Technology | Social Services administrative |
| Pinellas County Urban League (PCUL) | St. Petersburg, FL | Senior population: 22.3% Senior poverty: 15.5% | Trade, Transportation, Utilities, Health, Medical and Education Services, Information Technology | Social Services administrative |
| Urban League of Greater Southwestern Ohio (ULGSO) | Cincinnati, OH | Senior population: 51% Senior poverty: 11.3% | Trade, Transportation, Utilities, Education and Health Services, Professional and Business Services | Social Services administrative |

* Population data from U.S.Census Bureau and American Community Survey. Poverty data from Kaiser Family Foundation analysis of Current Population Survey, 2012, 2013, and 2014 Annual Social and Economic Supplement. SCSEP Minority percentages from DOL Minority Report.

USJP community service needs in our service areas include social, health, welfare and educational services; counseling services; environmental efforts; and economic development.

USJP will **target various community service positions** in the Social Services field including for example: administrative assistants, patient care assistants, logistic coordinators, inventory clerk, teacher aide, CDL drivers, security guards, hotel desk clerks, sales order planner and customer service clerk to name a few.

2. Project Design. The goals of the USJP are to provide work-based training and community service that leads seniors to employment and greater self-sufficiency. By recruiting and training **2,147** participants USJP will connect contributing members to their community in a mutually meaningful way. The USJP model moves participants from assessment and barriers to employment through community service and job-skills training to employment, by providing intensive and personalized guidance on job search and on-line applications, with assistance from case managers (CMs) and Job Developers (JDs) at each affiliate, who match participants to local high-demand employment opportunities. USJP affiliates **leverage and** work with existing and new **local workforce agencies and employers** to target community service and placements in sectors that are highest in demand and growing. ***Employer Engagement:*** To date, NUL's USJP has placed participants with 1,131 employers throughout the country, including Caldwell Banker, CVS Pharmacy, H&R Block, and Lowes. NUL **leverages existing partnerships** with employers and organizations to support USJP's employment and community service goals. In 2014, NUL convened a National Employer Advisory Council, comprised of Fortune 500 companies including Macy's, Walgreens, and Aramark—to enhance our employment-driven approach. Major employers continue to offer input to affiliates on training needed for industry-recognized credentials, define which degrees are stackable, and determine the most promising career-

pathways in each field. UL affiliates leverage relationships with local Chamber of Commerce, Workforce Investment Boards (WIBs) and American Job Centers (AJCs) to stay up-to-date on local labor market trends, training and employment opportunities. For example, USJP Program Managers (PMs) attend WIB meetings and have regular contact with AJC staff to share job referrals and services. Affiliate LUL engages in job development and employer relationship-building throughout the year as a member of its local Business Services Team, AJC, and WIB. In addition to job referrals, LUL receives notices on education and training opportunities from these partnerships, and makes extensive use of Kentucky Care Center's online platform, ResCare Academy, which offers customer service and computer skills training. Affiliate ULGP has quarterly meetings with Three Rivers WIB and on a monthly basis receives information from them about current trends in the local job market, employment leads and educational opportunities. In 2016, Affiliate ULEC will partner with the Newark WIB to plan a career fair for job placement opportunities at New Jersey's growing Newark Liberty International Airport. Affiliates also utilize sector-based collaborations to understand and target high-demand job skills sought by local employers. Recently Affiliate ULEM, the Executive Office of Elder Affairs, and Operation ABLE (an employment and training resource for an economically, occupationally, and racially-diverse population of job seekers age 45+) collaborated to facilitate training and placement of USJP participants as Personal Care Assistants to increase placement of seniors in that area's growing homecare field. To help defray costs and to provide incidentals needed for employment-related activities, affiliates **coordinate services** with local organizations. Such agencies include Jackets for Jobs, a clothing closet, and Comfort and Care Transportation in Detroit, which provides transportation to work or school for low income people; Dress for Success and the Center for Accessible Living are both in Louisville-- and Veteran's Place in

Pittsburgh, an organization that assists veterans with education, medical, housing and employment services. NUL affiliates **engage employers** by seeking their input on USJP program design through regular communication and activities. Each site tailors job readiness and specialized training based on the high-demand needs identified by employers. ULEC's Program Manager, for example, stays up-to-date as a member of the Essex County Employer Networking Group, a collection of local businesses, CBOs and government organizations that provide updates on market trends, new businesses and skills needed for successful job placement. Moreover, affiliates coordinate employer information sessions for participants in Job Club, a job ready support group. Affiliates encourage employers to prioritize hiring USJP participants by facilitating specialized job fairs. In addition, various marketing materials and presentations are utilized that communicate the benefits of hiring USJP participants such as: commitment, dedication, focus and attentiveness, good listening, organizational and communication skills, and experience. Affiliates have also begun to personally deliver USDOL surveys to employers in order to maintain relationships, reinforce survey importance and improve likelihood that surveys are completed. Feedback received from employers has added to the effectiveness of the USJP program. **Employer-based activities.** Every effort is made to identify training placements that offer good benefits, including career development and mobility to hired participants. Once a participant is hired, supportive follow-up is provided to ensure retention. NUL has developed marketing materials on OJE so affiliate staff can become more proficient in marketing the OJE. **Host Agencies:** Local affiliates **recruit and manage host agencies** by identifying sites that are aligned with SCSEP's goals, and that can provide appropriate job readiness opportunities for USJP participants. NUL will continue to support these efforts by providing common tools and strategic procedures for host agency recruitment, selection, matching, monitoring and oversight,

and feedback. Since 2006, affiliates have **recruited** over 1,400 USJP host agencies by networking and leveraging existing affiliate partnerships. Affiliate Job Developers (JDs) and Project Managers identify host agencies by leveraging their broad network of supportive service providers, employers, educational institutions, local agencies on aging and workforce providers, with a concerted effort to include major Hispanic and Asian organizations in addition to those that serve African Americans and the most in need populations. **Host Agency Selection:** Current and potential host agencies are evaluated on their ability to provide a skill-rich training experience or a strong service opportunity, offer job search assistance, provide a supportive environment to assist in eliminating employment barriers, and offer future unsubsidized employment to seniors. At the start of each program year, host agency supervisors sign agreements that outline potential training opportunities and specify that they must provide a list of positions terminated and vacant over the past two years to ensure they have no Maintenance of Effort (MOE) violations. During host agency orientations, affiliate staff stress to all interested organizations that USJP is a gateway to employment for seniors with the objective of preparing participants to transition out of the program and into unsubsidized employment. Once selected and training assignments are approved, the host agency and affiliate sign a Host Agency Training Agreement (HATA) to formalize their relationship and to detail the host agency's USJP commitments including participant orientation, training, supervision, safety and assistance in IEP development. Affiliate job developers **leverage host agencies for placement** by staying abreast of host agency job vacancies that meet participants' employment goals, reviewing participant evaluations, and recommending host agency rotations to ensure that participants gain additional skills if unable to be hired. CM's seek feedback from host agency supervisors as part of the ongoing counseling process to evaluate skill attainment, progress towards IEP goals, and

elimination of employment barriers. Affiliates adjust and refine training assignments & host agency rotations as needed to ensure that participants continue to develop transferable skills suitable for jobs in highest demand industries. Host agencies, in turn, support program participants through work-based assignments at their organizations and often conduct internal trainings, such as ESL and computer literacy which are available to USJP participants. Case managers review participant training plans every six months to ensure that host agency assignments are consistent with IEPs. ***Providing Quality Service to Participants:*** NUL and affiliates establish USJP recruiting and enrollment goals based on Equitable Distribution plans for each state, current enrollments, slot levels, existing vacancies, and budget constraints. NUL works with affiliates on a coordinated marketing campaign to attract and enroll seniors who meet SCSEP enrollment requirements. Affiliates work with partners, including host agencies and AJCs, to promote the program and ensure an ongoing pool of eligible participants with barriers are tapped and available to apply. **Factors that promote recruitment of most in need populations and minorities** include but are not limited to: having representatives from USJP minority populations participate in recruitment activities to share their cultural perspectives and positive experiences as a USJP participant, create recruitment materials in different languages with photos of ethnic groups to be recruited, hold recruitment sessions at agencies that serve the different minority and most in need populations, and train staff to be culturally sensitive to potential needs or norms of each group. These norms may include flexible intake interview schedules with children and interpreters present which may require the allocation of additional time is allotted to complete intake sessions. UL affiliates have historic ties in the African-American community, and while the *2014 SCSEP Minority Report* indicated that NUL served 88.1% minorities overall as compared to the national average of 56%, targeted recruitment

efforts will be implemented in 2016 to increase underserved populations. According to the Minority Report, NUL served the Hispanic population overall at 7.9%, which meets USDOL goals. With the exception of New York where there are higher pools of Asians to recruit, affiliates will target key agencies in all USJP affiliate service areas to recruit more Asians. Focused strategies will be implemented to recruit higher percentages of Hispanics in Kentucky and New Jersey where the SCSEP Minority Report indicates that NUL served less than 80% of the incidence of that minority category in the population. These efforts will include targeting Hispanic and Asian seniors through Veteran agencies, the FDIC Hispanic Outreach Financial Education Program, Hispanic and Asian clergy, and local newspapers that serve these communities. Each affiliate also works to recruit participants with **barriers to employment** in ways unique to its local community. Affiliate LUL for example, has been working successfully with the Kentucky Regional Planning and Development Agency to market and promote USJP in hard to reach rural areas. USJP outreach includes presentations at senior centers and other settings that serve older adults in rural areas, who are veterans, homeless, disabled, have low basic skills or are limited-English-proficient. Advertisements are placed in local papers, along with postings in faith-based organizations, health centers, AJCs, community colleges, homeless shelters, and social service agencies. Collaboration with agencies that serve the aging also allows affiliates to connect with others who serve and can help recruit priority categories. UL affiliates are known for their holistic approach to providing high-quality, wraparound services to **minorities and individuals with employment barriers**, making them uniquely qualified to assist low-income unemployed seniors in need of employment support. NUL prioritizes affiliates for the USJP based on their demonstrated ability to serve seniors with *barriers to employment*. To select USJP affiliates, NUL considers: 1) expertise and success serving seniors with multiple

employment barriers, 2) organizational capacity and commitment, 3) fiscal capacity, and 4) underutilization of services by those most in need. Affiliates selected for USJP therefore have an established network, either in-house or through documented partnerships with local providers, to ensure seniors access to critical services such as housing, substance abuse treatment, mental health, legal services, benefits access, and transportation assistance. Upon entering the program, a senior's immediate needs and most pressing barriers to employment are assessed and addressed before affiliates focus on remediating basic employment skills. Furthermore, affiliate facilities are wheelchair accessible and have access to TTY software to serve participants with hearing deficiencies. To serve those with **limited English proficiency**, affiliates engage bilingual staff and leverage language resources of host agencies and partners to hold bilingual orientations to recruit participants with limited English. NUL currently has translation partnerships with Asian and Hispanic Chambers of Commerce, Latino social and economic development agencies, and Asian senior centers. ***Participant Training:*** At the start of each program year each affiliate develops participant training calendars that list training and support services that are available to participants based on a track system. Every participant is assigned to one of three tracks based on their readiness to start work. Participants are given training to address critical skill gaps through affiliates, workforce partners, educational institutions and other training providers. Efforts are made to ensure that trainings are culturally relevant, accommodate different learning styles, incorporate culturally, generationally, and gender-relevant statistics, and include supplementary videos. Work readiness, specialized and OJE training includes *Job Readiness Preparation*, which is designed to strengthen core competencies. Participant's work history and computer proficiency are also considered. In 2015, NUL completed development of the *I Am Empowered Career Readiness Curriculum (CRC)* designed to strengthen core competencies such as life skills, career

exploration, computer skills, online job search, and interview skills. The curriculum was developed based on expertise from the NUL Workforce Development Division, best practices in the field, and emerging models in workforce development. In PY15 affiliate staff were provided an orientation for using the CRC with mature workers. The plan is to launch use of the curriculum in PY16. *Specialized Skills Training* – To supplement the skills gained through community service assignments, affiliates connect participants to training at local community colleges and AJCs targeted to high-demand industries. For example, Pinellas County Urban League's (PCUL) experience operating a *Supply Chain Management (SCM)* and *Financial Empowerment Program* in partnership with St. Petersburg College will support USJP participants in receiving SCM industry certifications and managing finances while in and transitioning out of the USJP. Affiliate ULGP participants has had participants attend courses at Community College of Allegheny County – Bidwell Training Center and complete training in Culinary Arts, Pharmacy Technology and Computer Skills. *Financial Literacy Training* – NUL's new "Investing In Yourself", financial literacy curriculum is a comprehensive financial capability curriculum that focuses on assisting participants to become financially empowered through greater understanding of saving, investing, and financial protection. In addition, affiliate ULEC has a Financial Empowerment Center and provides financial coaching to participants. *On-the-Job Employment Training* –OJEs facilitate the transition to unsubsidized employment for participants who exhibit strong soft skills but who may be switching industries or need to build their own confidence or that of a potential employer. As participants become job ready, assessments are used to determine if they are candidates for OJE opportunities. This year, NUL will also provide **Global Career Development Facilitator (GCDF)** and **SPARQ** training for affiliate Project Managers operating the USJP to strengthen their ability to support program

participants, train staff and effectively manage a workforce development program like the USJP. *A training seminar for program counselors* will be provided at NUL offices to support them in selecting, supervising and training participant staff in utilizing assessment E-tools to develop meaningful IEPs. CDF training will focus on developing competencies including: Helping Skills, Labor Market Information and Resources, Assessment, Diverse Populations, and Ethical and Legal Issues. In PY16, USJP will **expand its use of social media** to engage participants in building computer literacy, internet search skills and managing online accounts. Job Developers will launch Virtual Job Clubs to assist participants with researching job postings online, searching for training opportunities and other services, posting documents and drafting professional emails. NUL will also create a repository of documents and webinars for USJP participants on best practices in use of social media in workforce development. ***Supportive Services:*** During a participant's initial assessment, CMs will identify all immediate needs and undisclosed barriers, such as substance abuse, mental health illness, transportation issues or unstable housing, and connect participants to supportive services that can alleviate these barriers to employment. NUL affiliates are multi-service organizations that provide a full range of wraparound support to low-income, high need populations such as housing, mental health and substance abuse counseling, legal services, and benefit access assistance. They also have established relationships, typically via formal MOUs, with outside, local providers who provide extensive supportive services. These partnerships enhance resources available to participants and ensure a coordinated supportive service strategy. UL affiliates also coordinate a range of supportive services for participants, at no cost to employers, including ongoing counseling and support to address participant challenges and barriers to employment. USJP affiliates use incidental funds to assist participants with items such as eyeglasses, uniforms, transportation,

additional training, and emergency housing. After placement, affiliates continue to assess and assist with participant supportive service needs through employment follow-up calls starting one week and 30 days after hire and for up to 15 months. ***Overcoming Barriers to Placement:*** In addition to the detailed IEPs used to advance seniors' employment goals, training, workforce interventions and supportive services required for the participant to address barriers to program success, a range of additional soft skills and life skills services are provided to help participants overcome barriers to employment placement. Soft skills development include workshops on professional communication, office etiquette, social media, how to effectively use employment websites that target older workers, guidance on how to find jobs best suited to their skills, tips on identifying employers that value their expertise, and work environments that welcome older people. In PY15, USJP job search training also included a review of industry specific websites and training on how seniors can effectively market themselves at job fairs. Affiliates continue to facilitate participant connections to additional job counseling and opportunities available to seniors through AJCs, Senior Employment Resources, NUL's Digital Career Success Series and SCORE. ***Employment Placement:*** Upon entering the program participants receive a **comprehensive initial assessment** to determine skills, identify any employment barriers, and to set initial employment goals. Affiliate case managers use a common set of assessment E-tools put out by U.S. Employment and Training Administration (ETA) to identify the best resources for identifying current job openings, education and training requirements for each job, wage information, employment and unemployment data, and employment projections. The O*NET tool, driven by labor market information and skills required for each job, has been incorporated into the training assignment process and into IEPs created for each program participant. **MyNextMove.org** is used to assess participants' job interests and identify skills required for the

participant to compete for selected jobs and **TABE/GAIN**, to determine education level, occupational interests and capabilities, work history, and workforce goals for each new participant. After assessment, participants are assigned to a Service Track based on assessment results. Counselors then use this information to develop IEPs to track employment goal progress, training needs, workforce interventions and support services required for the participant to address barriers to program success and reach IEP goals. (*See Attachment - Participant Services Track Activity Calendar*) Track assignments and individual IEPs guide decisions on job readiness, skills training, placement, and retention strategies. IEP goals are mapped against local labor market data to enable affiliate staff to match participants to targeted training assignments that align with opportunities for unsubsidized jobs. At least twice a year, host agency and participant feedback is used to update the IEP as milestones are reached, barriers eliminated or changes in service needs occur. As participants master skills, they are considered for host site rotations to enable them to obtain skills needed to be job-ready. In 2014, NUL instituted training with USJP staff on how **career pathways** can be used in case management to guide participants through a process that helps them set career goals, secure the educational and training services they need to pursue their goals, and thrive in the changing economy.

3. Organizational, Administrative, & Fiscal Capacity. *Capacity to manage core organizational functions and program operations.* Established in 1910, National Urban League is the nation's oldest and largest community-based organization devoted to empowering African-Americans to enter the economic and social mainstream. NUL affiliates provide direct services to more than three million people nationwide through program delivery, advocacy, and research. The mission of NUL and its affiliates is to enable African-Americans and other underserved communities to secure economic self-reliance and civil rights. NUL was named the top charity

serving African-Americans by the Chicago Tribune in 2011, and has received top ratings from Charity Navigator, Charity Watch, and Better Business Bureau. ***Management of Program***

Operations: NUL's Workforce Division has implemented programs and provided oversight, coaching, and management of multi-site projects for over 50 years. NUL has successfully managed and operated SCSEP grants for over 30 years across multiple states including in the most recent grant period (2012-2016). Seven of our 10 proposed affiliates are USJP sub-grantees currently or have been in the past. PCUL affiliate has served as a SCSEP host agency for four years. Our success is based on a model of community-based engagement through local affiliates supported by a centralized management infrastructure. NUL oversees program implementation across all affiliates, each of whom are independent 501(c)(3) entities and serve as SCSEP sub-grantees. The NUL affiliate relationship is governed by a Terms of Affiliation agreement and an organizational chart that is included in Attachment K. NUL ensures compliance with SCSEP regulations and manages core operations as detailed in the Terms of affiliation, which addresses communication, training and technical assistance (TA), monitoring, data collection and fiscal management. In addition, as a precondition to selection as a sub-grantee, all affiliates sign a Letter of Agreement (LOA) to ensure scalability and consistency across program sites. The LOA details that NUL will: 1) approve affiliate staff to ensure proper qualifications; 2) standardize assessment and job readiness tools; 3) centrally manage participant payroll; and 4) after due notice, assume management control of underperforming contracts, for determined fiscal or programmatic reasons. ***Communication and Procedures:*** As outlined in the affiliate Project Manager Calendar, the USJP National Program Director facilitates monthly conference calls between NUL and all USJP affiliates to discuss program and policy changes and implementation strategies; engage in collective problem solving and best practice sharing; and

monitor spending and aggregate performance. NUL Program Managers will also provide updates during bi-annual affiliate site visits. Affiliate staff will continue to use the Basecamp platform, our online project management tool and central repository for USJP materials such as training manuals, forms, templates, reports, and the USJP Program Manager Calendar. Basecamp also includes a USJP Community Board that affiliates can use to collaborate, share updates and engage in peer learning across states. ***Internal Training and Technical Assistance:*** NUL ensures compliance with SCSEP regulations and manages core operations through training and technical assistance (TA), monitoring, data collection and fiscal management. At the start of each program year, all affiliates are provided with documents that govern program management and guide effective delivery of services to participants.

NUL will convene at least one annual USJP training conference focused on the NCDA Career Development Facilitator Curriculum. Topics such as assessment, employer engagement, labor market analysis, host agency recruitment, performance trends and fiscal and program management will be addressed. NUL will also continue using webinars and train-the-trainer sessions, both online and in-person, to build affiliate staff capacity. NUL will continue to use a range of **tools to monitor** affiliate outcomes against performance and fiscal objectives, identify operational, fiscal and management hurdles and enact corrective actions in a timely manner to help achieve performance goals. To manage fiscal requirements, *Payroll Spending Analysis* is used to review each affiliate's payroll spending for reasonableness and to anticipate patterns of under/over spending to determine whether the Affiliate should increase/decrease enrollment, or to adjust participants training hours, and TA is provided as necessary. This system greatly improved affiliate accountability during our current SCSEP grant period. To manage program performance, *NUL Performance Management Reports* are distributed quarterly to affiliate CEOs,

Program Managers, and Counselors/JDs to share aggregate as well as peer sub-grantee performance on core program measures. These reports are designed to update affiliate CEOs, share common challenges, foster peer learning, and support Program Manager's decision making on how to improve any underperformance. As additional oversight, NUL conducts monitoring and site visits at least twice per year to evaluate fiscal operations, review documents, and observe affiliate's program operations and processes. NUL also has *monthly conference calls* with USJP Program Managers to monitor and discuss individual performance objectives. Affiliates submit *monthly Narrative Reports* that include year-to-date performance outcomes from SPARQ (i.e. enrollments, exits, minority enrollments, and placement), performance levels (both number and percent of target), new host agencies recruited, employer outreach, challenges to meeting performance measures, and steps taken to address them. Issues related to performance that may arise through monitoring, data analysis, or payroll spending analysis are addressed during monthly technical assistance calls. If issues remain, additional site visit(s) are scheduled. Within 30 days of each site visit, NUL prepares a report detailing findings, corrective actions and recommendations. Affiliates must respond within 30 days of receipt of the report and begin implementing corrective actions. ULEM, for example, was not meeting the service level goal. Two strategies recommended by NUL were to create recruitment flyers in different languages targeting individuals that speak English as a second language, and include participation of native speakers in the distribution of flyers in Vietnamese, Mandarin, and Spanish to agencies that serve these populations. This not only increased applicants from these groups, ULEM is now exceeding the service level and Most in Need performance goal. **Fiscal Management:** NUL adopted a payroll spending analysis system where affiliates would monitor biweekly payroll against their wage budget. The system forecast training hours, hourly wages, enrollments, and

exits to allow affiliates to effectively monitor program activities, performance, and budgets.

Using this tool enabled affiliates to utilize funds more effectively each year. ***Coordinating***

Activities: Affiliate Project Managers and NUL staff attend State SCSEP trainings and meetings

which provides a space to build partnerships with other SCSEP grantees that have improved

program operations. Affiliate ULGP received and utilized employer engagement tips that

continue to aide them in obtaining new job placements. NUL staff have shared best practices and

received ideas during Region I Peer to Peer calls. NUL coordinated with the Office of Elder

Affairs in Roxbury to establish a partnership to train and hire participants as Patient Care

Assistants. In 2013, NUL coordinated training with BCT Partners during our Whitney M. Young

annual training that helped us to exceed our MIN performance outcomes for the past two

program years. ***Disruption of Services:*** After our service areas in Nassau and Suffolk Counties,

managed by the Westchester County affiliate, were hit by Super Storm Sandy in late 2012, NUL

put procedures in place to minimize negative affect on displaced participants during this **natural**

disaster. Procedures established to minimize disruption of services included assigning

participants to temporary host agencies. In addition, participants were permitted to engage in

other training activities allowable under SCSEP. Where temporary assignments were not

feasible, affiliates allowed participants to make up lost time when their host agency reopened.

Incidental funds were made available to pay for supportive services such as transportation; health

and medical services; special job-related or personal counseling; incidentals; child and adult care

and temporary shelter. Participants were also referred to government resources for both short-

term and long-term recovery from the storm. ***Managing Data:*** NUL collects and manages USJP

data through SPARQ and the Web Data Collection System (WDCS). Affiliates designate a USJP

staff member to update program data on an ongoing basis, ensuring that it is up-to-date by the

first week of the month for the prior month's data. Once assigned to a host agency, affiliates are required to enter Participant's Intake, Community Service Assignment, Assessment, and other forms as appropriate. Thereafter, monthly desk audits are conducted on a sample of approximately 10% of participant files randomly selected using the NUL File Review checklist and SCSEP Data Collection Handbook. Prior reviews identified that more training was necessary in documenting employment follow-up so additional training and tools were developed for affiliates. Data validation has been performed in each of the previous three years, and NUL's rejection rate has been low – there was 1 rejected record in PY12, 2 rejected records in PY13, and 2 rejected records in PY14. In conjunction with SPARQ management reports, NUL reviews quarterly performance reports (QPRs) daily, and uses QPR data to conduct monthly and year-to-date analyses of each affiliate's actual versus target performance, identify obstacles, and develop strategies to assist with performance challenges. By examining aggregate SPARQ data, NUL has been able to pinpoint trends across the USJP and identify areas for further training or TA. In reviewing the total number of "placements without entered employment" on the QPR, NUL has utilized these results to train affiliates to analyze causes and institute practices to minimize or eliminate failed placements. This has helped to reduce the number of failed placements. Examples of corrective actions include: development of standard operating procedures for matching participants to jobs and providing staff with scripts to use in follow-up with participants after placement to ensure necessary support is provided to maintain unsubsidized employment. In reviewing the aggregate DQR (data quality report) in SPARQ, NUL stays informed of the areas with the highest number of rejects or warnings and can provide needed TA and training quickly. For example, when NUL staff noted that community service hours (CSH) were not being entered timely, a policy was instituted requiring affiliates to enter

the hours during the first week after the quarter ends. This enabled NUL to institute strategies more quickly to improve CSH performance outcome. To supplement the training available online through DOL, NUL has created a SPARQ Data Collection Training Manual to ensure consistent and accurate SCSEP data collection. NUL conducts one Data Validation (DV) and one Program Monitoring site visit each year for each site. During DV, NUL examines a sample of participant records to assess accuracy of key data elements in SPARQ. NUL has successfully completed SCSEP data validation every year based on DOL-selected SPARQ records to review active and exited participant files. Results are used to identify areas where additional technical assistance and training to improve data integrity was needed. For example, *measures were put in place to increase the level of accurate documentation* collected of unsubsidized employment wages and to eliminate any estimation of wages using one paystub for an entire reporting period. The unsubsidized employment form was made user-friendly and specific to ensure accuracy in collecting employment wage and employment verification for the entire reporting period. NUL also developed a standardized employer wage request letter used by affiliates to collect wage information. This increased accurate documentation of employment follow-up. The program Exit form was also revised to account all types of exits, which enabled staff to become aware of placements after exit. **Financial Stability:** For over 70 years, NUL has managed federal and other government funds, including over \$485 million in the past 45 years alone, meeting all program and fiscal requirements. NUL's Finance Department manages an established suite of fiscal controls to monitor and maintain all contracts and subcontracts, in partnership with NUL program staff and affiliate fiscal and program staff. NUL has the ability to adjust to funding changes in a flexible way that remains responsive to participant needs and in compliance with grant requirements. **Increased Funding:** During PY09, NUL received a total of \$6,811,141 in

additional funding--\$2,001,083 in July 2009 under ARRA and \$4,810,058 in February 2010 under Supplemental. In response, NUL and affiliates created separate financial accounts for ARRA, Supplemental and regular SCSEP funds. Internally, ARRA and supplemental participant files were kept separate from regular program files and participants were kept on separate rosters. To support ARRA policy priorities in USJP communities, we sought to identify opportunities to connect USJP with ARRA-funded organizations and programs with a focus on growth industries targeted by ARRA. Financially, NUL analyzed year-to-date payroll spending for participants on the regular, supplemental and ARRA payrolls to determine available payroll balances for the remainder of the program year; enrollments and other factors to meet performance measures in the regular program; and the number of anticipated vacancies. This ensured that all ARRA funds would be spent and enabled NUL to transfer ARRA and Supplemental participants into the regular SCSEP grant. We made every effort to help ARRA participants obtain employment before the expiration of funds, but began transition planning once funds were exhausted. *Funding Reduction:* In PY11, NUL effectively responded to a 25% reduction (\$2,968,273 million) in SCSEP funding, resulting in minimal disruption to services. After reviewing existing enrollment levels NUL 1) suspended new enrollment unless openings became available via job placements or participant exits, 2) reduced weekly participant hours based on affiliate's budgets, 3) removed the waiver on durational limits, and 4) requested a waiver from USDOL to increase administrative cost limit from 13.5% to 15% to support additional job development efforts. NUL provided additional TA to affiliates to avoid under/over-spending the participant wage budget and other costs. If areas of under-spending were anticipated, NUL requested a budget modification to reallocate funds to support job development. *Financial Capacity:* Each year, NUL manages a budget of nearly \$55-\$60 million

from multiple and diverse funding streams. As a current SCSEP grantee, the key financial management components are in place, ensuring a seamless continuation and ramp-up of SCSEP financial activities. In addition to our SCSEP grant, NUL has launched several HUD housing counseling programs and a National Foreclosure Mitigation Counseling program- each year with over 37 affiliates as well as other DOL multi-million dollar grants which provided funding to over 27 affiliates. **Fiscal MIS:** Affiliates are required to submit financial information (Personnel Costs, Non-Personnel Operating Costs, Non-Federal Match, and Participant Costs) to NUL on a monthly basis. The affiliate's Fiscal Manager, Project Manager and CEO must certify the report before submission. **Fiscal Controls:** NUL has internal control systems that establish guidelines in areas including disbursements, procurement, record keeping, bank reconciliations, internal cash management, cost allocation, cost methodologies, sub-grantee cost reimbursements and accumulation of costs to ensure compliance with Federal financial reporting mandates. USJP Fiscal team communicates with affiliate fiscal departments monthly for quality assurance. This team is supported by NUL's Finance budgets and grants team, who review and approve all USJP Fiscal team work and report directly to NUL's CFO, to ensure a second layer of checks and balances. Additional fiscal controls include review of Monthly Affiliate Financial Reports for accuracy, validity of expenses and comparison to budget, "authenticity" of documentation to ensure that expenses are allowable. Questionable and disallowed costs are not reimbursed until satisfactorily resolved. Payroll registers and supporting documents for all costs must be attached to the Financial Report. Financial Meetings are convened by NUL's Finance Department to discuss the status of each department including budget vs. actual for revenue and expense, current grant status and affiliate payments, new grants and pending proposals, and reports due. Meetings function to flag issues, correct discrepancies and make adjustments in a timely manner.

NUL conducts site visits to observe fiscal operations, review documents, and assess affiliate's program assets and processes. After each visit, NUL prepares a report detailing findings and any necessary corrective action. Failure to implement corrective actions can result in associated costs being permanently disallowed and other sanctions, including withdrawal of the program. NUL allocates time during sites visits for TA and includes a Financial Management track at our annual training conference. Affiliates submit financial information (Personnel Costs, Non-Personnel Operating Costs, Non-Federal Match, and Participant Costs) on a monthly basis. NUL utilizes "Secure Send it" a secure data transfer system to receive expense reports from affiliates. Reports are completed on an *accrual basis* in compliance with CFR Part 200 Subpart E standards, but include cash reconciliation. NUL's VP of Workforce Development, Fiscal Manager and the Affiliate CEO must certify the report before submission. NUL's annual budget of approximately \$55-\$60 million includes support from **multiple and diverse funding streams**. NUL has a system in place to handle these streams to ensure full fiscal compliance with the grant. Upon grant award notification, NUL's Finance Department creates a unique Project Code in the accounting system to separate the grant's revenues and expenses. This project code is solely use for this grant. Each affiliate also has a unique code that keeps its transactions separate and apart from other activity. NUL drafts LOA with respective affiliates that contain all grant requirements (programmatic, fiscal, reporting, reimbursement, budget, and closeout). Once the LOA is fully executed, affiliates bill the NUL for their expenses to run the program on a monthly, reimbursable basis. Currently, to **track and analyze expenditures** for USJP, NUL's Finance Department provides a monthly report of budget versus actual expenses to the USJP Program Director and Fiscal Manager to ensure that the program operates within the approved budget and determine if a budget modification is needed. NUL's Finance Department also creates quarterly

reports of USJP Fund Availability detailing the total amount authorized, DOL Drawdown Payments to date, and remaining grant funds, to ensure that grant obligations incurred and DOL drawdown requests do not exceed available funds. Detailed line item budgets for Affiliate contractual payments are included in annual USJP affiliate LOAs. NUL reviews and projects affiliate spending patterns through the end of the program year to anticipate significant under-spending or (over)-spending and determine if a budget modification is needed. In addition, NUL Finance Department performs programmatic and administrative caps reviews on a quarterly basis to ensure that NUL and the affiliates stay within the approved funding caps. In addition, NUL and affiliates utilize a “Payroll Spending Analysis” to monitor payroll spending compared to budgeted participant wages for each pay period and anticipate under/over-spending. **Reporting Procedures:** NUL and its affiliates, as grantee/sub-grantees of federal funds, are required to be in compliance with the audit requirements on CFR Part 200 Subpart E. NUL will continue to retain an independent Certified Public Accounting (CPA) firm to perform an audit in compliance with federal requirements. NUL has instituted procedures for **timely submission** of all quarterly SCSEP fiscal and program reports. The Project Manager Calendar lists all reports and due dates to NUL. Each affiliate CEO is provided a detailed presentation and quarterly conference call, which includes updates on fiscal grant management, performance outcomes, report submissions, program operations, SPARQ actions past due, and corrective actions pending. These updates have greatly reduced the submission of any past due reports. Supporting documentation for all costs, including participant financial data, must be available for inspection by NUL or DOL. This includes, but not limited to, the general ledger and original records of journal and general entries and invoices. Payroll registers must be attached to support staff and participant wages reported each month. NUL has received no reportable negative findings in our financial statements or

questioned costs in our Federal Awards for the last four years. NUL has not received a finding on our A-133 **audit** for over 18 years or a management letter in 10 years. If NUL were to receive a negative finding, we would: 1) develop and implement a work plan detailing the steps required to resolve the issue, 2) create quality assurance measures/checks and balances to ensure the issue does not reoccur, and 3) assign key personnel to continually monitor the issue. SCSEP's wage budget represents 75% of the total grant budget. NUL has adopted a bi-weekly process of payroll review to look at overall Participant wage budgets, forecasts, training hours, enrollments and exit. This process is especially critical in the final quarter of the grant in order to avoid over spending or underutilization of wage funds. This method has been successful with each year showing an improvement with both underutilizations and over spending. If there is an instance where funds are overspent on wages, NUL will reduce the reimbursement for operating in order to fund wage overages while staying within budget guidelines. In the rare instance that all operating funds have been exhausted and affiliates overspend their wage budgets, reconciliations will be completed and overages absorbed by the NUL or affiliates unrestricted funding and reported as leverage. Individual affiliate site visit reports serve as the record of program monitoring activities conducted by NUL staff. In addition to utilizing procedures outlined in **ETA TEGL 2-12 for reporting allegations of fraud, program abuse or criminal conduct**, NUL uses a Compliance Performance and Assessment System to prevent fraud, criminal activity and administrative deficiencies. Strong internal control and compliance oversight over affiliates via agreed-upon guidelines and policies pursuant to the Terms of Affiliation, the Policies and Procedures Manual and reporting requirements provide a comprehensive compliance checklist. Guidelines and policies dictate the contractual relationship between NUL and affiliates, where failure to comply will ultimately result in one or more penalties, including probation, funding

suspension and removal from a grant. Policies require affiliates to submit documents on a monthly and quarterly basis to NUL Affiliate Services for review. The review of documents is conducted in real-time. NUL also evaluates and ranks affiliates based on both a Grant-specific risk-assessment and an Agency-wide risk assessment which addresses the affiliate's ability to administer a program and to maintain a financial management system. The agency-wide risk assessment may trigger additional technical assistance and site visits or a specific corrective action plans to ensure accountability and best practices. **Partnerships:** Community collaboration is central to the success of the USJP. NUL and its affiliates have developed partnerships with employers, educational institutions, area agencies that serve the aging, American Job Centers, and local Workforce Investment Boards to serve both the needs of program participants and their local communities. Each NUL affiliate leverages its established relationships with community organizations, nonprofits, and advocacy organizations to provide participants with skills training, work-based learning and supportive services. Contributions received cover less than 1 percent of the proposed budget and include space, supervision of participants assigned to host agencies, and miscellaneous items such as business attire, job coaching, counseling services, and legal assistance. As leaders in their communities, UL affiliates have long-standing **partnership agreements** with local organizations, which they routinely leverage to provide a range of services to USJP participants. To formalize agreements, affiliates and partners sign Letters of Commitments and Memorandum of Understandings (MOUs) that outline their respective roles in the partnership. (*See Letters of Commitments and MOUs attached*) **Key Current Partners:** Affiliates work closely with their WIBs and AJCs, as well as non-profit, community and faith-based organizations to strengthen partnerships with local employers and advocacy organizations to serve as host agencies for program participant

community service and training. They also partner with local community colleges and a range of agencies to provide additional training, resources, and supportive services to assist USJP participants overcome barriers to employment and successfully achieve self-sufficiency.

Louisville: LUL works with Kentucky Career Centers, the Division of Vocational Rehabilitation, 41 host agencies (with 37 more available for additional placements as needed), and partners with Jefferson Community College to provide participants basic skills enhancement: including literacy, math, job skills training, and work- readiness credential attainment. USJP has benefited greatly from connections made through LUL's Center for Workforce Development's Transition Community Partners Coalition, a group of 75-100 non-profit and public organizations in the community. Participation has yielded partnerships for LUL with HUD-VASH, which serves homeless Veterans; New Legacy Reentry Corporation, which works with the justice-involved population; and Nicole's Place, a life skills and education facility for low-income women.

Roxbury: ULEM has formal partnerships with Roxbury AJC Career Link (Roxbury), Roxbury WIB, and Roxbury Private Industry Council (PIC). ULEM collaborates with its AJC to provide bilingual speakers and translators for recruitment in its growing ethnically diverse population. Roxbury PIC provides workforce job development, placement activities, recruitment, and referrals to the National Career Readiness Certification Programs and Central Roxbury Elder Services Computer Training programs. ULEM continues to partner with Commonwealth of Massachusetts Executive Office of Elder Affairs and A.B.L.E. on PCA certification training.

Newark: ULEC works with the Newark and Essex County WIBs to provide recruitment and referral of eligible participants, employment services, placement services for participants and referrals for individuals not eligible for USJP. They also contribute meeting space and equipment for USJP In-kind. ULEC partners with Essex County College to provide USJP participants

training in industry-recognized certifications and placement assistance in Supply Chain Management Principals, Customer Service, Logistics and Transportation, Warehousing, and Computer Programming. ULEC also works with New Hope New Community Development to provide training in health and wellness, mental health counseling and food assistance to USJP participants. **Detroit:** ULDSM partners with the Macomb and St. Clair Workforce Development Boards, and with MI Works! AICs for Wayne, Oakland and Macomb counties to provide cross-referral of eligible participants; recruitment of veterans and individuals with disabilities; labor market information; computer and job readiness training; skills training; and job placement and retention services. **Pittsburgh:** ULGP partners with Three Rivers Workforce Investment Board, PA CareerLink Pittsburgh and Allegheny County to collect labor market information, fast-track registration and access to core employment services for participants. Pittsburgh UL works with the Office of Vocational Rehabilitation to provide participants assistance with transportation, glasses, hearing aides, ESL classes and job equipment. And while it doesn't currently have a formal partnership, ULGP encourages participants to attend free classes offered to older adults at Community College of Allegheny County – Bidwell Training Center. **Westchester:** WUL partners with Hempstead Works, Oyster Bay Works, and Suffolk County AICs to provide labor market research, job readiness, occupational skills training, job placement and retention services, and Veterans services. To expose participants to local employment opportunities, Westchester UL collaborates with Association of Mental Health & Wellness on a Job/Health Fair during Older Workers Week, and with HIA-Hauppauge Industrial Association on their Business Show. WUL partners with Nassau County Community College, Suffolk County Community College, and SUNY Farmingdale to provide USJP participants entry-level computer classes, Business English and Business Writing classes. **Greenville:** UUL has strong working relationships with

employers, and educational institutions including Greenville Technical College. Additional potential partners include Senior Action, which provides a range of direct service to seniors in Greenville County, and the Upstate Senior Network, a coalition of senior service industry professionals dedicated to improving the lives of seniors in our area, which chapters in both Greenville and Spartanburg Counties. ***Palm Beach:*** ULPBC works with senior partner agencies in the community such as Agency on Aging on as a referral source to assist with senior housing, financial coaching and digital learning needs. Over the last six years ULPBC has been working with seniors to bridge the digital divide by offering a senior digital literacy 8-week class. Because of the success of this program, ULPBC was selected by Comcast as one of only two communities in the country to implement a program to train seniors and provide affordable high-speed internet in their homes. ULPBC will leverage its current relationships with over 80 local employers, memberships to three area Chambers of Commerce, and board member who is CEO for the Economic Council of Palm Beach County. In PY16, NUL will increase partnerships by providing additional “value-add” to partners through highlighting successful partnerships in our social media, marketing and recruitment materials. ***Cincinnati:*** ULGSO successfully operated a \$2 million USJP in 2011 and 2012 and have MOUs with Southwestern Ohio WIB, Cincinnati USA Regional Chamber, Greater Cincinnati Apprenticeship Council, Cincinnati Area Senior Services, Cincinnati State Technical Community College, Partners for a Competitive Workforce and many other organizations and employers. ***St. Petersburg:*** PCUL currently serves as a SCSEP host agency and has established partnerships with several community organizations and businesses via MOUs and Letters of Commitments in support of the USJP. A sampling of agencies include: Career Source Pinellas, St. Petersburg College, Pinellas County Re-Entry Enhancement Centers, City of St. Petersburg’s Office of Aging to name a few.

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:

Completed by Grants.gov upon submission.

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: National Urban League, Inc.

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

13-1840489

* c. Organizational DUNS:

0732755470000

d. Address:

* Street1:

120 Wall Street

Street2:

8th Floor

* City:

New York

County/Parish:

* State:

NY: New York

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

10005-3900

e. Organizational Unit:

Department Name:

Division Name:

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

Prefix:

Mr.

* First Name:

Cy

Middle Name:

* Last Name:

Richardson

Suffix:

Title: Senior VP, Economics & Housing Programs

Organizational Affiliation:

* Telephone Number: 212-558-5453

Fax Number: 646-790-8183

* Email: crichardson@nul.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:

Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.235

CFDA Title:

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 (PY) 2016

13. Competition Identification Number:

FOA-ETA-16-04-A

Title:

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

Areas_Affected_by_the_Project.pdf

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

National Urban League's Urban Seniors Jobs Program (USJP)

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 * b. Program/Project

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

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

| | |
|---------------------|--|
| * a. Federal | <input type="text" value="20,821,606.00"/> |
| * b. Applicant | <input type="text" value="0.00"/> |
| * c. State | <input type="text" value="0.00"/> |
| * d. Local | <input type="text" value="0.00"/> |
| * e. Other | <input type="text" value="2,313,511.70"/> |
| * f. Program Income | <input type="text" value="0.00"/> |
| * g. TOTAL | <input type="text" value="23,135,117.70"/> |

*** 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

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: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative:  * Date Signed: