SACRAMENTO WORKS, INC.
PLANNING/OVERSIGHT COMMITTEE

Date: Wednesday, May 20, 2009

Time: 8:30 a.m.

Location: SETA Board Room
925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

AGENDA

1. Call to Order/Roll Call

2. **Action Item:** Approval of Minutes of the April 7, 2009 Meeting

3. **Action Item:** Review and Approval of Success Metrics: Sacramento Works Strategic Plan

4. **Action Item:** Approval of the Resource Allocation Plan for the Workforce Investment Act and the American Recovery and Reinvestment Act

5. **Action Item:** Evaluation Process for Recovery Act proposals

6. Information Item: Sacramento Works One Stop Career Center system Reports - Third Quarter 2008-2009

7. Input from the public

8. Adjournment

Committee Members: Lynn Conner (Chair), Mike Dourgarian, Pat Godwin, Matt Kelly, Kathy Kossick, Jim Lambert, Frank Louie, James Pardun.

DISTRIBUTION DATE: THURSDAY, MAY 14, 2009

CAREER CENTERS

BROADWAY
915 Broadway
Sacramento, CA 95818
(916) 324-6202

CITRUS HEIGHTS
7011 Sylvan Rd, Suite A
Citrus Heights, CA 95610
(916) 676-2540

FRANKLIN
7000 Franklin Blvd., Suite 540
Sacramento, CA 95823
(916) 262-3200

GALT
1000 C Street, Suite 100
Galt, CA 95632
(209) 744-7702

GREATER SACRAMENTO URBAN LEAGUE
3725 Marysville Blvd.
Sacramento, CA 95838
(916) 286-8600

HILLSDALE
5655 Hillsdale Blvd., Suite 8
Sacramento, CA 95842
(916) 263-4100

LA FAMILIA
5523 34th Street
Sacramento, CA 95820
(916) 452-3601

LEMON HILL
5451 Lemon Hill Avenue
Sacramento, CA 95824
(916) 433-2620

MARK SANDERS
2901 50th Street
Sacramento, CA 95817
(916) 227-1395

MATHER
10638 Schirra Avenue
Mather, CA 95655
(916) 228-3127

RANCHO CORDOVA
10381 Old Placerville Rd., Suite 150
Sacramento, CA 95827
(916) 255-3255

SOUTH COUNTY
8401 - A Gerber Road
Sacramento, CA 95828
(916) 525-4717

Administrative Offices & Employer Services

925 Del Paso Blvd.
Sacramento, CA 95815
(916) 263-3800
Website: http://www.seta.net

Sacramento Works, Inc.
Planning/Oversight Committee
Minutes/Synopsis

SETA Board Room
925 Del Paso Blvd., Suite 100
Sacramento, CA 95815

Tuesday, April 7, 2009
8:30 a.m.

1. **Call to Order/Roll Call**: Ms. Conner called the meeting to order at 8:34 a.m. It was announced that Mr. Wagstaff will be joining the committee.

   Members Present: Lynn Conner, Mike Dourgarian, Matt Kelly, Frank Louie, Kathy Kossick, James Pardun, Bruce Wagstaff.

   Members Absent: Pat Godwin, Jim Lambert

   Others Present: Robin Purdy, Alex Laiewski, Bette Blanchard, Melissa Noteboom, Amy Hines, Terri Carpenter.

2. **Action Item:** Approval of Minutes of the February 18, 2009 Meeting

   No questions or comments.

   Moved/Kelly, second/Pardun, to approve the minutes as distributed.
   Voice Vote: Unanimous approval.

4. **Discussion/Action**: Response to LEED Position Paper on Role of Career Technical Education

   Ms. Purdy stated that she took the minutes from last two Planning/Oversight Committee meetings and tried to indicate areas of support in policies and area in which we had most disagreement. She stated that it was concensus of the committee that the white paper supported only one way to success and we strongly believe the role of CTE is to engage people in learning process, etc.

   Ms. Purdy took some of the education policy statements made over the years to focus our programs so we could assist LEED in their effort to put CTE in the forefront of educational policies.

   Mr. Kelly thanked Ms. Purdy for tactfully capturing how the committee felt. Mr. Pardun stated that this gives another option for kids to be trained for jobs other than those college bound. Ms. Kelly stated that it may help LEED understand SETA's intention to assist in CTE.

   There was discussion as to whether we want to take it to the full board or e-mail it to LEED and Mr. Butler. Mr. Dourgarian suggests that we go back to LEED and tell them of our view. Some changes will be made to the letter and sent to LEED. It was recommended to write an equally tactful letter to LEED explaining why they are receiving it.

Mr. Alex Laiewski was introduced; he will be helping with stimulus planning and the adult RFP.

Ms. Kossick stated that Amy Hines, an organizer from AFSCME, will be joining the Planning/Oversight Committee as a non-WIB member. She represents 4,000 employees at UC Davis Medical Center; they represent everyone but the doctors and nurses. Her work is to help people with career paths to move up through jobs.

3. **Action Item**: Review of Sacramento Works Goals 1 and 4 and strategies associated with these goals

Ms. Conner reviewed the two goals; strategies will be developed with ways to achieve the goals. Ms. Purdy reviewed the strategies. Goals #4 and 5 will be reworded. The outcome will be how many collaboratives and/or partnerships are engaged. There now will be three strategies under Goal #4.

Staff will send out the final list of goals.

No action taken.

5. **Process Discussion**: Recovery Act RFP evaluation process

The purpose of this agenda item is to discuss the most important things to evaluate in the proposals, and which proposals should be funded and which should not. The RFP was developed focusing on classroom training (buying full classes) considering which occupations are critical and if jobs can be created for this year. Staff will recommend a list of qualified providers, skills they provide, number of hours and the cost. We will recruit for all classroom training through the one stop system.

Business innovation development is the other area where proposals will be submitted. SETA is requiring that this activity have jobs created by them. Staff is expecting a huge number of proposals. There will be two times for proposers to apply for the funds.

If a provider needs to do more than one activity, they have to submit more than one proposal.

A range was put in as to how much can be given to proposers. Mr. Wagstaff stated that he expects there will be lots of proposals received and new partners will be found. There will be an expected average funding allocation of $300,000.

It is important for proposers to work cooperatively with other programs.

Ms. Kossick stated that it is important for all committee members to be available at the May 20 meeting. Committee members will prepare a strategy for reviewing the proposals on June 17. Two offeror's conferences will be held (4/10 and 4/20) to review the RFP and answer questions. The review and decision process will be lined up; it depends upon the number of proposals we receive. The Planning/Oversight Committee will meet June 17 to review and make funding recommendations.

6. Input from the public: No comments.

7. Adjournment: Meeting adjourned at 10:08 a.m.

ITEM 3 - ACTION

REVIEW AND APPROVAL OF SUCCESS METRICS: SACRAMENTO WORKS STRATEGIC PLAN

BACKGROUND:

The attached Strategic Plan was developed from the Sacramento Works retreat held in early March. Each of the Goals and Strategies developed have been assigned to a specific committee. Dr. Larry Bienati and his students have developed success metrics to be assigned to each strategy. This item allows the Planning/Oversight Committee to review and finalize the metrics.

RECOMMENDATION:

Review, discuss and approve proposed metrics for each goal assigned to the committee.

Sacramento Works, Inc. Strategic Planning Session

1.0 **Vision Statement:**

Building a dynamic workforce for the Sacramento Region

2.0 **Mission Statement**:

Sacramento Works partners with the workforce community to serve regional employment needs.

3.0 **Expectations** going forward in this year's plan

- More involvement by the board at a strategic level
- Measured outcomes, follow-up, and quarterly review of goals and strategies
- Focus on the mission, with attention to the goals of the stimulus
- Continue efforts to align to green jobs and clean energy technology
- Programs targeting diverse population groups and people with multiple barriers to employment
- Integrate diversity and inclusion in outreach to employers and job seekers

4.0 **Goals and Strategies**

Goal 1 (Planning/Oversight Committee)

Prepare workers for high wage, high demand, critical occupational clusters that provide:

-self-sufficiency wages
-employer paid benefits
-career advancement/career ladders

Strategies:

1. Utilize updated workforce intelligence and labor market information to identify critical occupational clusters
   Measure: Rank and prioritize "at risk" occupational clusters where greatest need exists consistent with the mission of Sacramento Works by_______ (target date)
   Measure: Allocate and divide at least 75% of the training dollars to critical occupational clusters, whether equally or proportionally to at risk occupational clusters through a _________________report reviewed each ___________.

2. Identify impact of recession on region and plan economic stimulus investments
   Measure: Review statistics with the Dept of Human Assistance and Employment Development Department and develop tracking baseline for at risk occupational clusters by _______(target date)

3. Provide oversight for economic stimulus investments

Measure: Provide transparency by creating a “web-based tracking system” to show how stimulus dollars being deployed.
Measure: Produce a newsletter, quarterly document or other appropriate media for Sacramento Works stakeholders to report, assess and recommend continued success stories and target opportunities.
Measure: Form an internal audit process within Sacramento Works to measure, track and ensure the appropriate use of stimulus dollars. Consider a quarterly tracking and reporting to the Board.

Others Measures (Ideas):
-Develop a return on investment policy (wages, benefits, official AID, official SSI) to measure and publicize success of recovery/stimulus investment and identify how much (in dollars) was allocated to wages, benefits, official SSI and other indicators

Goal 2 (Employer Outreach Committee)
Engage and Support Regional Employers
<u>Strategies:</u>

1. Continuously improve and enhance marketing efforts to regional employers
   Measure: Survey current stakeholders in the region. Determine what marketing efforts appear to be most effective versus what efforts are less effective. Based on survey results, reengineer marketing strategies to engage and improve access to regional employers by _______________(target date)

2. Create marketing strategies to promote economic recovery opportunities
   Measure: Conduct best practices research and determine how other similar organization’s in the U.S. are successfully capitalizing on economic recovery opportunities by _____________(target date)
   Measure: Increase regional employment opportunities awareness and access by 10% by July 1, 2010, measured, in part, by improved marketing outreach.

3. Develop and deliver a menu of value added services to employers

   Measure: Produce a list of services (both web-based, social networking access sites and hard copy) sharing the value proposition of Sacramento Works by ________________(target date)
   Measure: Share with Employment Development Department and other regional employee sourcing organizations the list of services and opportunities offered by a partnership with Sacramento Works by ___________(target date)
   Measure: Establish a communication program (workshops, seminars, referrals and other access ideas) to promote the list of services and employment opportunities offered by Sacramento Works by ________(target date)

4. Integrate diversity and inclusion in outreach to employers

Measure: Track the improvement of increased participation, awareness and engagement of a balanced, diverse workforce in the region by increasing the diversity ratios by at least 10% over a 12-month period

5. Survey employers to assess their employment needs and to identify levels of satisfaction with the system and the workforce
   Measure: Some type of yearly survey, expanded to include face-to-face interviews, courtesy phone calls and improved outreach. Courtesy phone calls to employers could check on value of the relationship, and sell the latent opportunities, sources, applicant, stimulus dollars, employer workshops on topical business issues, tax credits and other value added benefits of the Sacramento Works partnership

Goal #3 (Youth Council)
Prepare youth to succeed and thrive in the regional workforce
Strategies:

1. Enhance employability and academic retention by focusing on soft skills and leadership skills.

   Measure: Develop a training and educational curriculum augmentation that can be deployed within a 12 month period through various delivery systems that will increase the awareness of soft skills (EQ measures) by at least 20% in content delivery.

3. Engage academia as a partner to make education relevant to youth and provide career preparation as early as possible.

   Measure: Collaborate with partners to facilitate a summit in the region by ________, 2009 to evaluate methods and strategies to improve career preparation opportunities in the educational systems. From this summit, drive appropriate actions to ensure some degree of strategy achievement.

4. Engage employers to
   - Hire youth
   - Attain and increase youth development
   - Attain and increase cultural & diversity competencies

   Measure: increase youth hiring in the region by 10% over previous 12-month period.

   Measure: Increase youth development educational opportunities and training sessions by an increase of 10% in attendance over previous 12-month period.

5. Increase awareness of high growth, high wage jobs in the regions and pathways available for these jobs.

Measure: Produce appropriate literature collateral (virtual, CareerGPS.com, as well) in the region to enlighten employers of various jobs, pathways and opportunities by ____________ (target date)

Measure: Perform some level of base line tracking to measure the relative year-to-year increase in the Career Technical Education opportunities available in the region with the metric of at least a 10% increase in a 12-month period.

6. Attract and prepare youth for jobs, including jobs in critical occupations.

   Measure: Provide 1000 youth with summer employment opportunities in 2009. *Aside: It would be desirable to have a component of tracking diversity, inclusion of "at risk" occupational clusters in this metric; we should strive for at least a 10% improvement in this diversity outreach process.*

7. Target services to youth with multiple barriers and/or at-risk youth to ensure their success.

   Measure: Track first-year education retention rate of in-school youth and strive for a stay in school/graduate from high school factor of at least 70% over a 12-month period.

Goal #4 (Planning/Oversight Committee)
Continuously improve the One-Stop Career Center system.
Strategies:

1. Continuously improve the one-stop career system service delivery
   Measure: Produce a document, or process, that clearly demonstrates the opportunities and potential sources for improving diversity outreach by ______________(target date).
   Measure: Produce quarterly demographic reports to track services to at-risk adults to measure program effectiveness.
   Measure: You need to put legs on this one. What do you plan to continuously improve? What is working? What is not working? How will you measure effectiveness of the one-stop centers? Applicant to fill ratios? Retention ratios? Time to fill? Relative costs per hire? Return on invested dollars spent in the one stop model relative to other virtual sourcing models?

2. Regularly assess employer needs and satisfaction
   Measure: Some type of yearly survey, expanded to include face-to-face interviews, courtesy phone calls and improved outreach. Courtesy phone calls to employers could check on value of the relationship, and sell the latent opportunities, sources, applicant, stimulus dollars, employer workshops on topical business issues, tax credits and other value added benefits of the Sacramento Works partnership

3. Provide best practice tools for one-stop centers
   Measure: Perform an internal peer review of current one-stop model to measure program effectiveness by _______________(target date)
   Measure: Research best practices (if they exist) on innovative best practices to improve the efficiency and effectiveness for the current model.

4. Maximize leverage of partners
   Measure: Use Recovery Act funding to increase partnerships for the One Stop Career Center system. By ________________, identify ways to increase communication, collaboration and external outreach and recruit/retain career center partners.

5. Conduct quarterly review of operating performance of the One-Stop System
   Measures:
   -Employer and Job Seeker Customer Satisfaction reports – quarterly
   -Quarterly activity and demographic reports
   -Quarterly reports on employment, retention and wage reports
   -Annual One-Stop Share of Cost Agreement Updates

ITEM 4 - ACTION

APPROVAL OF THE RESOURCE ALLOCATION PLAN FOR THE WORKFORCE INVESTMENT ACT AND THE AMERICAN RECOVERY AND REINVESTMENT ACT

BACKGROUND:

The Resource Allocation Plan determines what activities and services are offered through the Sacramento Works One Stop Career Center system. On an annual basis, the Sacramento Works Workforce Investment Board reviews the plan and determines the percentage of funds that will be allocated to each activity in the next fiscal year.

The final allocation for Fiscal Year 2009-2010 for the Workforce Investment Act (WIA) Adult and Dislocated Worker programs is $9,213,578, a 12% increase over last fiscal year. The increase is due to the increase in unemployment in the State of California and the County of Sacramento.

The Planning/Oversight Committee is responsible for reviewing the staff recommendation for the Resource Allocation Plan. This year staff is recommending two separate Resource Allocation Plans. One is for the WIA formula allocation for adults and dislocated workers and one is for the American Recovery and Reinvestment Act (ARRA) funding, one-time only funding received by SETA and Sacramento Works to be spent within the next 18 months.

WIA Formula Resource Allocation Plan
For the WIA formula allocation, staff is recommending continuation of the Resource Allocation Plan approved by Sacramento Works, Inc. last year. A detailed description of the services, activities and functions funded by this allocation plan is included as Attachment 1. This Resource Allocation Plan supports the one-stop system, scholarships, on-the-job training programs, supportive services, and job placement services. Staff is requesting approval to allocate funds to the following activities/functions in the one-stop system:

27%	Talent Engagement (skills assessment, review, and identification),
35%	Talent Development (skills enhancement and skills certification) 18% Talent Marketing (skills marketing to employers).
2%	Board Initiatives
10.5%	One-Stop Support
7.5%	Administration
100%	**Total**

ARRA Resource Allocation Plan
For the ARRA Resource Allocation Plan, staff is recommending that 90% of the funding received by SETA/Sacramento Works, Inc. be allocated out to subgrantees through the Request for Proposal (RFP) process. There are three activities included in the RFP, Classroom Training Occupational Skills, Workplace Learning/Job Creation, and Business

Development and Innovations. The remaining funds, about 10%, will be used for Administration, One-Stop Support, and Sacramento Works Board Initiatives. The recommendation is described in more detail on Attachment 2.

50%	Classroom Training Occupational Skills
18%	Workplace Training
22%	Business Development and Innovations
6%	Administration
2%	Sacramento Works Board Initiatives
2%	One Stop Support, Tracking, Monitoring

RECOMMENDATION:

Approve the Resource Allocation Plan for Fiscal Year 2009-2010 for the Workforce Investment Act (Attachment 1) and the American Recovery and Reinvestment Act (Attachment 2).

Attachment 1
Recommended Resource Allocation Plan for FY 2009-2010

One-Stop Services Activities and Functions	Approved Allocation %	WIA Adult and Dislocated Worker Funding 2008-2009	WIA Adult and Dislocated Worker Funding 2009-2010	Increase from last year
Talent Engagement: Staffing, infrastructure, and equipment associated with welcoming customers, providing orientation, registration, skill review, initial assessments, career coaching, counseling, referral to social services, talent development or talent marketing.	27%	$ 2,172,318	$ 2,487,666	$ 315,348
Talent Development: Staffing, infrastructure, and equipment associated with vocational skills assessment, career planning, coaching, workshops, on-site skills development classes, scholarships and occupational skills training provided by training providers and educational institutions, employed worker training, English-language training and support services.	35%	$ 2,815,968	$ 3,224,752	$ 408,784
Talent Marketing: Staffing, infrastructure, and equipment associated with employer outreach, job development, resume and interview assistance, pre-screening and referral, On-the-Job Training, job advancement and job retention	18%	$ 1,448,212	$ 1,658,444	$ 210,232
One Stop Support: Program Monitoring, SMARTware support, Client tracking, reporting and follow-up	10.5%	$ 844,791	$ 967,426	$ 122,635
Administration: General Administration, Personnel, Payroll, Information Systems, Fiscal and Contracts staff	7.5%	$ 603,422	$ 691,018	$ 87,597
Board Initiatives: Funds Sacramento Works Board initiatives, including employer outreach, labor market research, participating in regional workforce plans and initiatives	2.0%	$ 160,912	$ 184,272	$ 23,359
Total	100.00%	$ 8,045,624	$ 9,213,578	$ 1,167,954

Attachment 2: Resource Allocation Plan for Recovery Act Funding 2009-2010

Adult - Recovery Act	Dislocated Worker - Recovery Act	Total Funding	Comments	Total Funding	Approximate # Served	% of Total Funds
$4,082,374	**$3,599,960**	**$7,682,334**	**Total Recovery Act Funding**	**$7,682,334**		
244,942	215,998	460,940	Admin	**460,940**		**6%**
81,647	71,999	153,647	Sac. Works Board Initiatives	**153,647**		**2%**
81,647	71,999	153,647	One Stop Support, Tracking, Monitoring	**153,647**		**2%**
3,674,137	**3,239,964**	**6,914,101**	**Program Dollars**	**6,914,101**		
2,191,733	1,663,834	3,855,567	Classroom Training	**3,855,567**	**771**	**50%**
912,661	470,159	1,382,820	Workplace Learning	**1,382,820**	**277**	**18%**
569,743	1,105,971	1,675,714	Business Development Innovations	**1,675,714**	**335**	**22%**
(0)	0	-		**$7,682,334**	**1383**	**100%**

Update on the Recovery Act Request for Proposal Review Process

Friday May 8, 2009 was the deadline for applicants to pre-qualify for the Recovery Act Request for Proposals process.
SETA pre-qualified 55 agencies.

Important dates in the Proposal Review Process:

Phase I

Thursday, May 21, 2009: Request for Proposals are due at 5:00 p.m.
Tuesday, May 26, 2009: Readers Orientation
Friday, June 12, 2009 (1:00 p.m.): Publish staff recommendations
Wednesday, June 17, 2009 (8:30 a.m.): Sacramento Works Planning/Oversight Committee meeting

Phase II

Thursday, July 23, 2009: Request for Proposals are due at 5:00 p.m.
Friday, August 14, 2009: Publish staff recommendations

Evaluation Criteria:

At the last Planning/Oversight Committee meeting, the committee brainstormed the important evaluation criteria for the review process. Attached is the summary of the evaluation criteria.

Sacramento Employment and Training Agency
American Recovery and Reinvestment Act (Recovery Act)
Workforce Investment Act (WIA) Title I
Adult and Dislocated Worker Program

Services to be provided:
Occupational Skills Training/Workplace Training, Job Creation/Business Development

1. **Executive Summary/Program Synopsis**
   a. Executive Summary – Project has been summarized in one page or less
   b. Has adequately described the population and geographical target area(s) including:
      i. Economic and workforce conditions in the area
      ii. Statistical information that supports the needs of this program and has included data sources
      iii. The benefits and outcomes anticipated

2. **Objectives and Need for Assistance**
   a. Has clearly identified the physical, economic, social, financial, institutional and/or other problems requiring a solution.
      i. Has clearly demonstrated the need for assistance
      ii. Has clearly demonstrated the principal and subordinate objectives of the project
   b. Has written a Statement of Problem(s) and Solution(s) which clearly identifies:
      i. Physical, economic, social, financial and institutional issues
      ii. The need for assistance is clearly demonstrated
      iii. A clear statement of solution(s)

3. **Results, Benefits, Performance Outcomes**
   a. Has clearly identified results, benefits and performance measures to be attained
      i. Long term jobs, critical occupations, cost per job, career advancements
      ii. Do the results/benefits correlate to at least one of the purposes of this solicitation
   b. Occupational Skill Training/Job Creation – Preparing workers for high wages, critical occupations, career ladder
   c. Job Creation/Business Development and Innovations – Engage employers through job creation/business development and retention services

4. **Approach**
   a. Plan of Action – How the proposed project will be accomplished to include:
      i. A plan that adequately responds to the needs identified in the needs statement;
      ii. The scope and detail of how proposed work will be accomplished;
      iii. A description of how the project will coordinate with the Career centers for enrollment, the provision of services and sharing information;

iv. A description of how the applicant accounts for all functions or activities identified in the application; cited factors that might accelerate or decelerate the work; provided reasons for taking the proposed approach;
v. A description of any unusual features of the project;
vi. A plan that adequately describe how the outcomes will be achieved;
vii. A timeline and flow chart (Exhibit B), which includes monthly or quarterly projections (quantitative) or both function/activities, accomplished or the number of people to be served;
viii. A description of performance based contract and clearly defined benchmarks;
ix. A list of Collaborative Partners, organizations, cooperating entities and key individuals with a short description of the nature of their efforts and contributions. How quickly will jobs be available?

5. Evaluation - The proposal addresses the following:

a. How the project will be evaluated to determine accomplishments; how will evaluation determine whether the stated objectives have been accomplished and the extent to which accomplishments can be attributed to the project;
b. Is the evaluation consistent with the work plan;
c. Criteria used to evaluate results and methodology used to determine if needs are being met while project results and benefits are being achieved;
d. Discussed impact of activities that address project's effectiveness;
e. Provided internal program evaluation and monitoring system matrix;
f. The evaluation and monitoring chart in Sec. III, page 5 matches the project narrative;
g. Geographic Location: The proposal describes the location of the project and boundaries of the area the project will target. The proposal identifies and gives priority to communities with high unemployment rates.

6. Staff and Position Data

a. Biographical sketch and job description for key personnel, and job descriptions for any vacant positions (Exhibit C)

7. Organizational Profiles

a. Information on the applicant's organization and cooperating partners were provided (organizational charts, documentation of experience in program area, professional accreditation, etc.)
b. A description of the organization's internal fiscal system including:
    i. Type of accounting system used
    ii. Staff person responsible for preparing fiscal reports
    iii. Internal controls
    iv. Ability to repay potential disallowed costs
    v. Financial capacity to start-up quickly
    vi. How effective has the applicant delivered comparable or related services based on demonstrated performance?

8. **Budget and Budget Justification**
    a. Completed budget forms with line item details provided
    b. Budget narrative justification provided
        i. Does the budget narrative support the program narrative;
        ii. Is it clear and logical how costs will be derived;
        iii. Is the cost per participant justified and reasonable, and are costs reasonable for the length and types of services proposed;
        iv. Are costs necessary and do they support the program;
        v. Fund leveraging, ARRA projects, other funds are listed;
        vi. Non Federal leveraged funds are listed in the budget
        vii. New positions are indicated in Exhibit C