

Career Navigation and Coaching Collaborative Training Grant Proposal

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ATTACHMENT B - APPLICATION CHECKLIST

Career Navigation and Coaching Collaborative Training Grant

RFA (RFP) KADA 202200278

Applicant should ensure all documentation requested is provided with the RFA submission prior to the RFA submission deadline. Applicants may use this checklist as a guide.

Document Title	Status	Page Limitations	Check Complete
Attachment A: Application Signature Page, W-9, & M/WBE Self Certification	Required	N/A	<input checked="" type="checkbox"/>
Attachment B: Application Checklist	Required	N/A	<input checked="" type="checkbox"/>
Attachment C: Cover Sheet (if applicable)		1	<input checked="" type="checkbox"/>
Attachment D: Application Submission (response to Scope of Work & Grant Requirements)	Required	Parameters defined in RFA	<input checked="" type="checkbox"/>
Attachment E: Budget and Narrative	Required	1-2 9 Narrative	<input checked="" type="checkbox"/>
Attachment F: Risk Assessment Form	Required	N/A	<input checked="" type="checkbox"/>
Attachment G: Exhibit E from SLFRF Grant Agreement Template	Required	N/A	<input checked="" type="checkbox"/>
Attachment H: Fiscal Agent Certification Form (if applicable)		N/A	<input checked="" type="checkbox"/>
Attachment I: Confidentiality Request Form (if applicable)			<input checked="" type="checkbox"/>
CO Secretary of State Cert of Good Standing	If Applicable	N/A	<input checked="" type="checkbox"/> n/a

Attachment J: Training Timeline Document

CREATE TABLE OF CONTENT

Content	Page Number
Company Overview	2
The Radicle Collective - Our Team	3-4
Collaborators	4
Project Gallery	5-7
Culturally Responsive Training	7-8
Phase I Proposal Narrative	9
Phase II Proposal Narrative	9-13
Train-The-Trainer Narrative	13
Areas to seek out expertise and collaboration	14
Questions	14

MEET THE RADICLE COLLECTIVE

Company Overview

Radicle Coaching believes and teaches that coaching skills are human skills. When we listen intentionally, ask more effective questions, build intentional relationships, purposefully and trustfully shift perspectives, and recognize and honor personal values we create a more humane world. We assert that when we weave basic coaching skills into social services, like career coaching, we create more relational, human-centered, humane services. People accessing services get what they need to lead their own lives forward in powerful and fulfilling ways, whatever that means according to them.

Radicle Coaching is an emerging company owned, operated, and created by Torin Widhammer in 2014. Radicle Coaching has had the privilege of working on the Skillful Governor's Coaching Corps Leadership Coaching Team in Colorado, Indiana, and Rhode Island and has implemented a basic coaching skills training program for the Colorado Refugee Services Program, has coached hundreds of clients, and has facilitated several smaller trainings at other nonprofit entities. Radicle Coaching is addressing this grant as a collective with Mara B. Vernon (President of RIPP Leadership and creator of the Skillful Coaching Program), and Chip Meneley (owner of Confluence Coaching, committed case manager/champion for youth on the Western Slope of Colorado, and co-creator of the basic coaching skills training for the Colorado Refugee Services Program). Between the three of us, we have decades of coaching experience, 21 years of combined experience working with clients/participants receiving social services, and have a sizable depth of knowledge in creating programs like the one the CWDC is looking to create. More in-depth information about individual experience and qualifications can be found starting on page X and more in-depth information on projects we participated in and/or created can be found starting on page X. We meet the people, organizations, and systems where they are, and work collaboratively to move forward knowing that collaborative solutions are the most sustainable and effective way forward. One of the greatest gifts of approaching all our work collaboratively is the immense network of experts we have available to collaborate with on this project.

This Radicle Collective is committed to creating the most effective and transformational trainings possible. Sometimes that means supporting rather than leading. While you read through our proposal please keep in mind that we are completely open to supporting any other training being proposed. Our expertise is in the art form and skill of coaching. If our expertise is best used in collaboration with another program we are happy to negotiate what that looks like.

Main Project Members - Meet the Radicle Collective

Torin Widhammer (she|her|they|them) has been coaching since 2014. During their initial coaching training with the Co-Active Institute, Torin provided direct care support for adults with developmental disabilities. The Co-Active model and training shone a light on a different way to provide services for people. With their Co-active Certification in hand, Torin moved away from direct care support and shifted to being an employment specialist (this work included training in Employment First and ACRE certification), connecting adults with developmental disabilities to businesses and working with businesses to make the case that

hiring people with disabilities is not charity, but good for the business. Eventually Torin became a case manager, or as described by Oregon's brokerage system, a "Personal Agent." It was this formative time of combining coaching skills and providing services to adults with developmental disabilities that gave Torin the practical insight on how to shift how we work with someone to a more coaching-based, human-centered approach.

The result was seeing people make sustainable changes in their lives and live bigger, fuller lives more aligned with their dreams! Clients went to college, told mom and dad they wanted to live on their own and then did so, left abusive relationships, got jobs and advanced their careers, challenged their service providers to support them in a way that aligned with their visions, and the parents of clients created plans for what care will look like when they were no longer able to care for their children.

A challenge of this time was going into other social services with clients, services like the Social Security Office, Vocational Rehabilitation, the Department of Human Services, trying to connect with Worksource, and Medicare and Medicaid. Time and time again Torin and the people they served were met with social service providers that weren't curious, whose communication was unclear, that only told people what to do, and didn't listen to what the clients actually wanted. It was around this time that Mara at RIPP Leadership invited Torin to coach for her at the Skillful Colorado Governor's Coaching Corps. Since then Torin has continued working to bring coaching skills into services wherever they can, including continued collaboration with RIPP Leadership and Skillful Coaching Corps in the states of Colorado, Indiana, and Rhode Island. Torin has also had the privilege of co-creating a coaching training for the Colorado Refugee Services Program with Chip Meneley and has continued deepening their coaching knowledge.

Professional certifications:

- Certified Professional Coactive Coach (CPCC) through the Coaches Training Institute
- Professional Certified Coach (PCC) through the International Coaching Federation
- Certified Neurotransformational Coaching (CNTC) through BeAbove Leadership
- Trauma-Informed Certified Coach (TICC) through Moving the Human Spirit
- 5 Behaviors of a Cohesive Team Accredited
- DiSC Certified

Chip Meneley (he|him|his) is a Certified Professional Co-Active Coach, attaining certification in 2009 through the Co-Active Training Institute, widely recognized as the industry's most rigorous professional coach training and certification program. Shortly after that, Chip launched Confluence Coaching, helping entrepreneurs, businesses, not-for-profits, and individuals find purpose, remove growth barriers, and create powerfully authentic change. In 2010, Chip was hired by Hilltop Community Services, utilizing his coaching skills to help survivors of domestic violence and sexual assault. As the Program Coordinator, Chip facilitated a three-county Sexual Assault Response Team and Domestic Violence Task Force working with advocacy organizations, law enforcement, criminal justice, and healthcare providers. Chip received over 2000 hours of survivor-centered trauma-informed training in addition to extensive training in facilitating multi-disciplinary teams. After eight years of coordinating the domestic violence and sexual assault advocacy program, Chip switched his focus to working with youth with at-risk behaviors and leading a multi-disciplinary team that increases collaboration between services and creates youth and family-driven sustainable success.

Chip's passion for coaching has been evident throughout his career in social services. Chip's core belief is that everyone has the innate ability to find their own answers, and it is his job to advocate for and support his clients as they overcome challenges and create meaningful change. Coaching is a radical departure from most social service programs' directional and transactional approaches. Chip has had the privilege of bringing his

enthusiasm for coaching to the Colorado Refugee Services Program by training case managers and services in the core tenets of modern coaching. Chip's clients, participants, and co-workers frequently refer to his ability to connect with people in an empathic, non-judgmental, vulnerable style that creates a caring, trusting professional relationship.

Mara B. Vernon (she|her|hers) is a certified leadership coach, facilitator, and consultant who has spent more than 20 years in leadership and development roles in corporate and higher education industries. Her roles ranged from director of training, to director of operations, to director of career & alumni services, to leadership coach. She is passionate about empowering others to consciously live the lives they desire. Mara is the President and Possibility Illuminator of Ripp Leadership LLC, which embodies her life purpose, to radiantly illuminate passionate possibilities so that clients live empowered, creating ripples in the world. Mara is certified in emotional intelligence, is a Trauma Informed Certified Coach (TICC), is a Certified Professional Co-Active Coach (CPCC) through The Coaches Training Institute and a Professional Certified Coach (PCC) through the International Coach Federation (ICF) with more than 4,000 hours of coaching. She is a Certified Dare to Lead™ Facilitator (CDTL) bringing Brené Brown's research on courage, vulnerability, shame, and empathy into your own organization by focusing on developing courage-building skills, and teaching individuals and teams how to move from armored leadership to daring leadership. She is also a Certified Daring Way™ Facilitator (CDWF), a highly experiential methodology based on the research of Dr. Brené Brown including curriculum for both The Daring Way™ and Rising Strong focusing on individuals in a non-organizational environment. Mara is also a Strengths Mentor and Advisor through Gallup. Mara also developed the Human-Centered Coaching program with Skillful. Mara is also an authorized partner and certified facilitator for DiSC, a behavioral assessment designed to increase communication and relational effectiveness, and an authorized partner and accredited facilitator for The Five Behaviors of a Cohesive Team. Mara holds a Master's in Communication Studies from UNLV where she taught interpersonal communication and speech, a Bachelor's in Journalism from Northern Arizona University (Go Lumberjacks) where she taught photography and photojournalism, and trained in coaching and leadership through the Coaches Training Institute.

Consulting and Creation Partners

With such depth and breadth in passion and experience for creating and facilitating coaching work, the Radicle Collective has built an incredible network of collaborators. Places we imagine connecting with collaborators include the CLIFF Effect, how race and privilege impact coaching, and experts in the Colorado labor market. Chip does have experience understanding and working with the CLIFF effect so he could teach this and we have connections to at least a few experts in this particular subject. We want to avoid getting a whole bunch of our people lined up, committed to work, and tying them up without a solid commitment for work. Our network is already working hard and we want to respect their time, focus, and energy and come to them with a clear vision of what we need from them. We also anticipate that as we are conducting interviews (see Phase I) we may find additional collaborators. Considering that the Phase II training will be informed by the work of Phase I, Radicle proposes that we keep the door open to potential collaborators with the understanding that any collaborators will need to be approved by the CWDC.

TOUR THE COLLECTIVE'S PROJECT GALLERY

The Skillful Governor's Coaching Corps was an intensive program that recognized the vital role career coaches play bridging the gap between job seekers and employers, supporting economic growth across the state, and guiding professional advancement for residents in the states the program was offered. This program has been facilitated in Colorado, Indiana, and Rhode Island.

The Skillful Colorado Governor's Coaching Corps gave coaches the tools and training needed to better serve jobseekers in our rapidly changing labor market and to invest in their own personal and professional development. At the end of the program, the coaches recommended new practices and approaches to state policymakers for adoption.

Mara B. Vernon's role with the Governor's Coaching Corps started with assisting with design and creation of the program as a whole. She continued on with leading the leadership pillar of the program which included designing and facilitating curriculum ranging from human-centered coaching to emotional intelligence to Brene Brown's Dare to Lead to Facilitating for Impact depending on state need. Mara was also the primary coach for the 1:1 coaching sessions provided to participants.

Torin supported Skillful Governor's Coaching Corps members with 1:1 coaching sessions as well as some co-facilitation of in-person coaching practice with Mara.

The Sexual Assault Response Team (SART) is a multi-disciplinary team developed to improve services to adult victims of sexual assault. The SART provides a coordinated, efficient, victim-centered response to victims/survivors of sexual assault. The team comprises advocates from local law enforcement agencies, community-based advocates, law enforcement officers, specially trained health care professionals, adult protective services, and staff from the office of the District Attorney.

Coordinated Community Response Domestic Violence Task Force (CCRT) is a multi-disciplinary team whose goal is to standardize processes and practices of community response to domestic violence to provide an effective, consistent and victim-centered response. Coordinate victim safety and offender accountability through a team of multi-disciplinary domestic violence responders under a common set of collective goals and promote a collective position on domestic violence prevention as a community problem and a community responsibility.

As the SART and CCRT Coordinator for Delta, Montrose, and Ouray counties, Chip worked with diverse rural stakeholders, each with its own, sometimes statute-driven, goals to reach consensus on survivor-centered services and strategies. This gave Chip the opportunity to lean heavily into his coaching skills. The combination of deep curiosity, intense listening, powerful reframing, respectful challenging, and integrating cutting edge research and peer-reviewed strategies allowed Chip to lead these varied professionals to create robust responses to sexual assault and domestic violence while maintaining a laser focus on putting survivors first. Being awarded the Colorado 7th Judicial Districts Advocate of The Year and collaborating/creating a Domestic Violence Danger Assessment for First Responders are points of pride for Chip.

- Chip’s SART and CCRT responsibilities included: Grant writing, quarterly and annual reporting, budget management, facilitating monthly SART and CCRT meetings, conducting Continuous Quality Improvement (CQI) process to ensure positive outcomes for professionals and survivors, ongoing training of SART members, community partners, and the public on the dynamics of sexual assault and domestic violence, and victim-centered response. Chip facilitated over 100 hours of training per year.

Collaborative Management Program (CMP) Collaborative Management Program promotes the adoption of collaborative management structures at the county level to achieve various goals. Develop a more uniform system of collaborative management that includes the input, expertise, and active participation of parent advocacy or family advocacy organizations. Reduce duplication and eliminate fragmentation, and increase quality, appropriateness, and effectiveness of services delivered to children or families who would benefit from integrated multi-agency services. Encourage cost-sharing among service providers and cost-reduction for services. Achieve positive outcomes for children and families, particularly in the child welfare system in Colorado.

Administering the Delta County Collaborative Management Program has allowed Chip to use his coaching skills to benefit youth and families with at-risk behaviors resulting in multi-system involvement. Chip’s coaching training relies heavily upon empathy, suspending judgment, and the unwavering belief that people have the innate ability, if supported, to solve their own problems and create meaningful lives. His work with SART and CCRT prepared him for bringing together disparate but well-meaning stakeholders to work with the most vulnerable members of his rural community. Chip has made significant progress in reducing the “siloing” of agencies, increasing collaboration, and engaging service providers and participants in strength-based case management.

- Chip’s CMP responsibilities included: Coordinating the Collaborative Management Program (CMP), System of Care (SOC) Program, and High-Fidelity Wraparound coaching. This position obtained and tracked all referrals for the Individual Services and Staff Team (ISST), facilitated the ISST meetings, worked directly with families through the ISST process, and provided case management. Administered any required assessments. Coordinated/provided oversight to Program and ensured quality and fidelity; oversee and track performance measures and CGI standards for CMP and Board of Directors. Prepared and tracked the budget and ensured budgeted funds were appropriately dispersed. Act as liaison between the State, Inter-Agency Oversight Group (IOG), grant contacts, and Hilltop. Track CMP Performance and Process measures and report status and success to the Interagency Oversight Group.

Coaching Training Program for the Colorado Refugee Services Program is a program created to move refugee services away from transactional relationships (clients meet with service provider, get money, leave, and often return to services not meeting goals) to a relationship based partnership (clients meet with their service provider, talk about what their vision of their life is, and collaborate with service provider to find solutions). Chip and Torin worked closely with Meg Sagaria-Baritt, Integrations Partnership Coordinator at the Colorado Refugee Services Program (CRSP), and Bidur Dahal, Refugee Stabilization Coordinator at the CRSP. Meg has provided an attached Letter of Recommendation. Chip and Torin designed, implemented, and adjusted this training over the course of three years. This work has been put on hold with the immense increase of incoming refugees from Afghanistan and soon Ukraine.

RADICLE LOVE - OUR EXPERIENCE PROVIDING CULTURALLY RESPONSIVE TRAINING

“The heart of justice is truth telling. Seeing the world the way it is, rather than the way we want it to be.” -bell hooks *All About Love*

One thing we love about human-centered coaching is a focus on meeting people where they are, honoring their stories and the realities of their lives, and having the client lead their life forward through self-determined, empowered choices. The truly human-centered coach provides little to no advice. The International Coaching Federation¹, the top accrediting body for coaches globally, defines coaching in their Code of Ethics as “partnering with Clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.” Giving advice moves the coach away from *partnering* and changes the power dynamic to the coach holding the power of knowledge over the client. Advising is a tricky place to try and support clients and we hold that we actually don’t support clients when we give advice. Mixed into advice is personal bias and experience that may not translate to the client, and functionally disconnects the coach from the client. According to Michale Bungay Stanier, author of *the Coaching Habit*, research shows that our advice isn’t as good as we think it is. When we give advice, the undercurrent message to the client becomes “I don’t actually believe you have the ability to succeed and my comfort in proving my worth is more important than your story².” When we stay firmly rooted in the human-centered coaching model we remove as much of our personal bias as possible and center the client. In fact, one of our first

¹ *ICF code of ethics*. International Coaching Federation. (2022, January 19). Retrieved April 1, 2022, from <https://coachfederation.org/ethics/code-of-ethics>

² Brown, B. (Host). (2021, March 01). The Advice Trap and Staying Curious Just a Little Longer [Audio podcast episode]. In *Dare to Lead*. Parcast. <https://brenebrown.com/podcast/brene-with-michael-bungay-stanier-on-the-advice-trap-and-staying-curious-just-a-little-longer/>

recommendations to the creators of this grant and the CWDC is to revise their definition of coaching as it is currently outlined in the RFA. Career coaches still provide resources, however, the approach is dependent on the coach having first talked about the client's feelings, explored perspectives with permission from the client, and then collaboratively brainstormed the next steps. This is a much different process than telling clients what they need to do and it is this process that creates the transformation within the client. The process is what makes human-centered coaching culturally responsive, and as we facilitate our trainings you will see that we are talking about feelings, shifting perspectives, and *then* providing information. An example of being culturally responsive from developing our training with the Colorado Refugee Services Program is the use of metaphors. As Chip and Torin were training about the use of metaphors within coaching, they were met with a ton of pushback from the participants, the case managers, and service providers serving refugees. The participants, many of them refugees themselves, shared how using metaphors with people who are just learning English is extraordinarily challenging. Chip and Torin adjusted the training on the spot, letting go of the use of metaphors as a way of shifting perspectives, moving to other ways of shifting perspectives, like talking with clients about what they want to see in their futures and what they want to reflect back on and see about this time in their lives. We then shifted the content of the training for future training. We include metaphors as a single tool alongside a bunch of other tools for shifting perspectives and acknowledge that depending on the client, using metaphors may or may not work.

Radicle is deeply committed to creating training that supports diversity, equity, and inclusion and is open to and actively engages in anti-oppression work. We want and seek this feedback. Our willingness to collaborate is a piece of this work.

THE RADICLE PROPOSAL

Phase I Narrative - Please see attached Training Timeline Document

“No conversation about them without them.” Torin learned this phrase and way of supporting people during her time serving adults with disabilities in Oregon. It is this guiding principle that makes Phase I all about learning and hearing the stories from people receiving services first. The goal for Phase I is to learn as much as possible about how the system feels right now including frequently felt pain points, areas of disconnection, and any collective visions, hopes, and possibilities for the future. Radicle will set up and conduct interviews with participants (where and however possible), current career coaches (especially those who were previously participants in career services), members of the GCC, leadership at provider organizations, and leadership at the state level. Radicle will also review and analyze any current data and surveys.

One vision Radicle is holding is to utilize these interviews as potential story content for the proposed training. In her book, “The Book of Hope” Jane Goodall states “I’ve found that stories reach the heart better than facts and figures.” Human-centered coaching is a vulnerable act and in order to be vulnerable in service of clients, coaches must understand the immense courage it takes for a client to sit across from them. Radicle would like to dedicate a portion of this grant to capturing these stories. Another way to think of this is paying people to consult based on their lived experience. Phase I is also the time Radicle will use to begin organizing collaborators. Radicle will also be connecting with the My Colorado Journey creators to collaborate on some sort of training.

Phase II Narrative - Please see attached Training Timeline Document

Phase II is presented as a rough draft knowing that the work in Phase I will impact how the training is delivered. The outline presented assumes that training participants will be working as coaches while they are being trained. We are also assuming a cohort size around 20 participants.

For the initial training, we expect that coordinators, supervisors, and coaches attend the Phase II training all together. At the start of this training coordinators and supervisors will begin their bi-weekly one-on-one (1:1) coaching. 1:1 coaching for coordinators and supervisors will give them a soul understanding of what it feels like to be supported in a coaching way. Understanding how it feels will create the necessary traction needed to support the team of coaches in a human-centered coaching way as well as support coordinators in navigating relationships with any provider organizations. 1:1 coaching is a place for supervisors and coordinators to get support on challenges they meet while implementing this work.

Currently the program is structured to meet once a week for three months. Three of the training days per month will be held virtually and at the end of the month the training will be in person. Virtual training is a great way to share content and we believe in person training is the best way to practice these coaching skills. The virtual training has been kept to an hour and half as we find that as virtual training time

increases, the efficacy decreases. It is important to note that we have experience effectively teaching people how to coach virtually and we are happy to do so if the format of the training needs to shift.

When we are practicing coaching skills we use triads of three people with the roles of coach, client, and observer. The coach's job is to practice the skills being learned in this training. The client brings a real life topic to be coached on and does not role play. The observer's role is to provide feedback on the coaching by noting what is effective about the coaching and where the coach can grow. We expect "clients" to use topics from their real lives for a few reasons. The first reason we don't role play as a client is because it often leads to reinforcing stereotypes at its best and at its worst is perpetuating personal bias, racism, sexism, ableism, ageism, and homophobia. The second reason we don't role play is that even if the role play isn't outright harmful, the chances of that client being a good enough actor for the coach to learn is small. The coach won't get what it feels like to coach a "real" client. Role playing actually limits the learning of the coach. The third reason we don't role play is because when these coaches are working with their clients, those clients are not role playing. Just as it is uncomfortable for the career coaches to bring real life topics to be coached, their real clients are likely equally, if not more, uncomfortable accessing services. Radicle thinks of this like having coaches put some skin in the game and this is part of how the training creates transformation.

The first month of training is all about the Intentional Relationship. In Our Co-Active work we call this the Designed Alliance³. An intentional relationship is the foundation of any solid trusting coaching relationship. It defines what boundaries are, both for the client and the coach. It also creates space for integrity and accountability, both for the client and the coach, within the relationship. Boundaries, Integrity, and Accountability are key pieces of the Dare to Lead BRAVING Trust mode⁴. The intentional relationship also becomes a living agreement that shifts and changes as both client and coach learn what they need from each other. Other parts of creating a trusting relationship is the coach learning how to listen intentionally⁵, the coach developing the skill of self management⁶, and then learning to shift their listening in service of the client. Only once a coach knows how to listen are they ready to ask questions. The keys of effective questions are taught during the in-person training. For the in-person training coaches will be practicing these skills and learning about the CLIFF effect and how racism and privilege show up in coaching. Understanding the principles of the CLIFF effect, race, and privilege increases empathy, self awareness, and gives us the insight to self manage.

The second month is all about understanding what is here now, or current state coaching as referenced in the Skillful Human-Centered Coaching Program, and then

³ Whitworth, L., Sandhal, P., Kimsey-House, K., & Kimsey-House, H. (2018). *Co-active coaching, fourth edition: The proven framework for transformative conversations at work and in life*. Nicholas Brealey Publishing. pgs. 12-13

⁴ Brown Brené. (2018). *Dare to lead: Brave work, tough conversations, whole hearts*. Random House.

⁵ *Co-active coaching* pgs. 37-57

⁶ *Co-active coaching* pgs. 113-134

exploring possibilities by shifting perspectives. Understanding the client's current state starts by talking about feelings. Susan David, PhD. in psychology and author of Emotional Agility, describes how we are emotional beings first and that our feelings are essential pieces of data to help us determine best steps forward. She frequently says, "Emotions are data, not directives." In order to get the vital data from our emotions, we must name them⁷. She also describes that the more accurate our description/understanding of our emotions, the better data we receive, and the better informed our next steps will be⁸.

A useful tool for understanding where emotions are coming from and for navigating steps is understanding values. A value defined by Brené Brown is, "is a way of being or believing that we hold most important⁹." When values are stepped on or neglected, intense emotion is likely. This is true for coaches as well as clients. Having a clear idea of personal values as a coach is essential to self management when working with clients. If our client's beliefs/values stand in direct contradiction to our own personally held values, being able to notice we are escalated and working to recover will be required in order to serve the client. Mara's mantra for this work is "Notice sooner, recover faster." Values serve as a North Star to navigate out of stuck places.

After the client is clear on their emotional experience and what is important to them, it is time to explore possibilities or perspectives. To explore these possibilities we teach a handful of tools including using a scale.

Example:

Client: I'm feeling stuck and don't know where to start looking for a job, but I have to get one.

Coach: On a scale of 1-10, 10 being the most stuck, where are you now?

Client: 9.

Coach: What does it feel like here at 9?

Client: Terrible awful scary. I feel like I'm in a cage and there is no way out.(Up to this point the coach is current state coaching)

Coach: Where do you want to be on this scale? (exploring perspectives)

Clients: A 1 or 2 would be great..

Coach: Okay, what does it feel like at 2?

Client: There are still some things I don't know but I have some clear steps on how to move forward.

Coach: Let's go fully to 2. Let's imagine you are there now, you feel like you have some clear next steps. What are those?

At this point the client can probably name at least one or two clear steps forward and because the coach hasn't told them they need to get their resume together, etc. the client is seeing that they do actually have internal resources. They do know something. When we get clients to

⁷ David, S. (2018, February). *The gift and power of emotional courage* [Video]. TED Conferences. https://www.ted.com/talks/susan_david_the_gift_and_power_of_emotional_courage

⁸ Brown, B. (Host). (2021, March 01). The Dangers of Toxic Positivity, Part 1 of 2 with Dr. Susan David [Audio podcast episode]. In *Dare to Lead*. Parcast.

<https://brenebrown.com/podcast/brene-with-dr-susan-david-on-the-dangers-of-toxic-positivity-part-1-of-2/>

⁹ *Dare to Lead* pg. 186

start seeing that they are naturally creative, resourceful, and whole¹⁰, this is the heart of empowerment and transformation. Now let's say this client says, "I need a resume but I have no idea how to do that." The coach would then ask if they would like support with that and if the client answers "yes" then the coach can provide resources. But if the coach assumed that all this client needed was a resume and what was actually needed was something like support getting their record expunged, then the coach has just wasted everyone's time.

What we love about this tool is it is a fast way to get to what is important and it really serves the client to stand in their power. This example would probably take a coach 3-5 minutes, but the entire relationship stays firmly rooted in service of the client. Many of our prior trainees have the preconceived notion that talking about emotion needs to take a long time and clearly in this example it can take seconds. Other tools for shifting perspectives include checking in with values, anything that gets them into their observer brain like consulting with their older selves, and trying on metaphors. For the second in-person training we'll look at how past trauma can show up in coaching and what to do when it does, practice coaching, and learn more about the Labor Market from an expert.

The third and final month of coaching training is focused on commitment and transformation. Below are the "why" and definitions for these two concepts.

Commitment as defined by the Co-Active Model:

"Commitment goes beyond making a choice... Commitment implies not turning back.... Will you commit to this plan and take action? Will you do that? Up to this point, coachees may simply have been playing along. Chances are they will experience a shift once they realize that they are committing to a different way of operating in the world. And so, you (the coach) ask, Will you commit to that? This question raises the stakes¹¹."

Commitment puts the power of one's life directly in one's own hands and the result is transformation. Commitment requires the coaching relationship to be squarely rooted in the client's agenda and trust, and a space of non-judgment. One of my coaching colleagues Ursula Pottington at BeAbove Leadership says, "You are either going to get what you want or learn more about what you want." Commitment is vulnerable, meaning it is full of uncertainty, risk and emotional exposure¹². This is the space where clients are willing to take the risk and fail. It is important that when we are coaching in these vulnerable spaces we "lean into the discomfort" with our clients. One of the biggest habits we try to break in this coaching training is the impulse to jump in and "fix" things for the client. When we feel this impulse to fix we are almost always just alleviating our own discomfort as coaches, and that is never in service of the client. When we "fix" things or "do for" clients the message we send is "I don't

¹⁰ *Co-active coaching pg. 4*

¹¹ *Co-active coaching pg. 158*

¹² *Dare to Lead pgs. 18-191*

believe you're capable of doing this.” The way we support instead is by collaboratively brainstorming. This is a process where both the client and coach are throwing out ideas, every idea is written down, and then the client chooses what they want to take forward.

Evoking transformation as defined by the Co-Active Model:

We see this as a yearning on the part of the coaches for all that is possible for coachees, including learning or recovering the inner strength and resourcefulness to evolve, grow, expand from this one area of focus (the topic of coaching) into many avenues of life. Coaches play a key role, by holding a vision of what is possible and by their commitment to transformative experience. Coachees still choose the topic, the actions, and the results they want. But by taking a stand for the greatest possible impact from even the smallest action, coaches encourage - and ultimately evoke - transformation¹³.

When we meet and train with social service providers of all types and we ask them why they come to work. We get answers like “I want to make a difference in people's lives”, “I want people to have the chance of living a better life”, “I want to create change.” Transformation is why people show up to this work and the whole training program is about giving people, in this case career coaches, the tools they need to actually create or “evoke” transformation for the people and communities they serve.

Train-the-Trainer Narrative - Please see attached Training Timeline Document

Our train-the-trainer program starts with 1:1 coaching throughout the original training. After the three month Phase II training, 1:1 coaching continues and we dig in with coordinators and supervisors on how we need to “be” as we train on this work. In the first training of the month we have the coordinators and supervisors setting up real life training. They will schedule these training sessions with at least one of the Radicle Collective members so they can get feedback on what they are doing well and where they can grow. In the second training Mara will give some pro-tips on providing excellent facilitations and we will set Coordinators up to start taking over the facilitations of the community of practice via group coaching. The following three calls review the coaching topics and are a space to deepen learning as well answer any questions. In the last virtual training we will review the facilitator’s handbook along with slides, take any feedback for what they may need in the handbook or to facilitate well. We will then celebrate them and what they are walking away with. At the end of train-the-trainer we will leave the door open for optional 1:1 coaching through the end of 2022.

¹³ Co-active coaching pg. 8

Areas to seek out expertise and collaboration

- SOW 2.A.5. *Ensure deliverables are culturally responsive and integrate specific training for come-backers, meet the career needs of the 55+, Develop and Implement an approach to reaching the recently incarcerated or soon-to-be-released*
 - We can absolutely work with someone to translate deliverables into any needed languages
 - We may need support understanding exactly what is being asked here if the training we're proposing doesn't meet this need.
- SOW 2.A.7. *Create a roadmap for meeting the needs of underserved populations.*
 - We'd love to support this where our skill set fits
 - We're connected to facilitators who run the program "Bridges out of Poverty"
 - We think this may be a place that we can encourage the community of practice to organize around using
- SOW 2.A.8. *Train potential coaches and coordinators to have a comprehensive understanding of Colorado's evidence standard and the use of evidence based practices.*
 - We can absolutely get coaches set up with a way to track their outcomes with their clients over time with the acknowledgment that our timeline ends in December 2022. We would want the tracking over time to be something that coordinators and supervisors take on.
 - We'd like clarification on the vision for the specific work.

QUESTIONS

With the tight timelines on this RFA, we have had several questions pop up that happened outside of the RFA timeline.

- What connection does this grant have with Skillful?
- Will trainees be working and training at the same time?
- How many total trainees (supervisors, coordinators, coaches) will there be?
- In terms of traveling, what are you hoping to see? One big get together, meetings held regionally, etc.
- To what extent will the CWDC collaborate on this collaboration?
- When we create this training, will the CWDC be taking this exact training and implementing it?
 - As time moves forward we believe that adapting the training as new information and new people work on the project is a best practice and we would want to build that into how this training moves forward.
- Will we have access to aggregate data from My Colorado Journey?
- The most variable part of this budget is the travel, lodging, and rental fees for in person training. What flexibility is there for funds outside of this grant if there are more than 20 participants?

PROPOSED NARRATIVE BUDGET

Itemized Budget

Funding amount requested	\$262,880
EXPENSE BUDGET	
Admin	26,888
Personnel	60,992
Program	90,400
Contracts	63,600
Supplies	1000
Speaker Fees	20,000
Other (In-kind and/or Matching)	n/a
TOTAL EXPENSE BUDGET	262,880

Budget Narrative

Admin line \$26,888 covers any needs for accounting, hiring support for completing reporting, and any additional insurance needs. The personnel budget line \$60, 992 covers the salary for Torin to research, analyzing data, organizing data, organize meetings, interviews, and trainings, communicating via email, phone, etc. with participants outside of any coaching, scheduling venues and speakers, creating training materials and reports, and the time we spend in meetings ensuring we are on track with the CWDC. Program line \$90,400 includes all training costs virtual, in-person, group coaching and 1:1 coaching for 20 trainees, 5 coordinators and supervisors. The line also includes costs for travels for the trainee participants and costs for facilities fees if needed. The contract line \$63,600 accounts for contracts for collaborators Mara B. Vernon and Chip Meneley. Supplies budget of \$1000 will be used for materials used in our in person training. Speaker fees budget of \$20,000 will be made available for three experts to speak about the CLIFF Effect, how race and privilege show up in coaching, and the labor market.

Career Navigation and Coaching Collaboration Training

Train the Trainer

Training Week	Training Format	Covered Material	Deliverable	Scope of Work Relevance	Person(s) Responsible	Budget Category
Oct. 3 - Oct. 7	Virtual Training 1.5 hours	How to "be" as a facilitator. Coordinators+Sup's to schedule trainings	Presentation Slides and Facilitator Handout	To the best of knowledge Radicle believes with confidence that the training outlined in this spread sheet meets the Scope of Work defined under A 1-2, 4-6, 9-11.	Torin, Chip, Mara	Program
	Group coaching			""	Two of the Radicle Collective	Program
	1:1 Coaching			""	One of the Radicle Collective	Program
Oct. 10 - Oct. 14	Virtual Training 1.5 hours	Mara's Magnificent Facilitating Tips - Coordinators start facilitating community of practice	Presentation Slides and Facilitator Handout	""	Torin, Chip, Mara	Program
	Group coaching			""	One of the Radicle Collective and Coordinator	Program
Oct. 17 - Oct. 21	Virtual Training 1.5 hours	Intentional Relationship review and deep dive	Presentation Slides and Facilitator Handout	""	Torin, Chip, Mara	Program
	Group coaching			""	One of the Radicle Collective and Coordinator	Program
	1:1 Coaching			""	One of the Radicle Collective	Program
Oct. 24 - Oct. 28	Virtual Training 1.5 hours	Perspectives review and deep dive	Presentation Slides and Facilitator Handout	""	Torin, Chip, Mara	Program
	Group coaching			""	One of the Radicle Collective and Coordinator	Program
Nov. 1 - Nov. 4	Virtual Training 1.5 hours	Commitment and Transformation review and deep dive	Presentation Slides and Facilitator Handout	""	Torin, Chip, Mara	Program
	Group coaching			""	One of the Radicle Collective and Coordinator	Program
Nov. 7 - Nov. 14	Virtual Training 2 hours	Hour 1 - Review Facilitator Handout and Slides, Anything else needed from Radicle for Success?	Presentation Slides and Facilitator Handout	""	Torin, Chip, Mara	Program
		Hour 2 - Celebrate the Coordinators and Supervisors		""		
	Optional 1:1 Coaching Starts, Ending on Dec. 31			""	One of the Radicle Collective and Coordinator	Program
	Train-the-Trainer Feedback Survey			""	Torin	Personnel
Mid December	Final Meeting and Results Presentation with CDWC			""	Torin, Chip, Mara	Personnel
By December 30th	Turn in final SLFRF compliant reporting		SLFRF compliant report	""	Torin, Contract	Personnel, Contract

Career Navigation and Coaching Collaboration Training

PHASE I - Training Development					
Task	Timeline	Deliverables	Scope of Work Relevance	Person(s) Responsible	Budget Category
Analyze existing data - existing CO research, GCC projects/research/proposals, etc.	May 2 - June 1		2.c.i. Training plan that demonstrates a focus on underserved communities in Colorado	Torin and Chip	Personnel
			2.a. Required services to be performed by the awarded vendor(s) include: research, analysis, development and implementation of training program, facilitation of Community of Practice, and training staff.		
End of 1st week meet with CWDC - ensure survey is aligned, send out upon approval, edit where necessary		A completed CWDC approved survey	2.a. Required services to be performed by the awarded vendor(s) include: research, analysis, development and implementation of training program, facilitation of Community of Practice, and training staff.	Torin	Personnel
Setup and conduct interviews with participants, coaches, organizations, and state leadership	May 2 - June 1	Digitally recorded interviews with written permission to share them in training. If any notes are taken during the interviews, interviewees will give written permission to utilize those notes.	2.a. Required services to be performed by the awarded vendor(s) include: research, analysis, development and implementation of training program, facilitation of Community of Practice, and training staff.	Torin and Chip	Personnel
			2.c.i. Training plan that demonstrates a focus on underserved communities in Colorado		
Analysis of surveys to participants, coaches, organizations, and state leadership	May 9 - June 1	A report compiling data gathered from surveys, interviews, and the review of existing data.	2.a. Required services to be performed by the awarded vendor(s) include: research, analysis, development and implementation of training program, facilitation of Community of Practice, and training staff.	Torin and Chip	Personnel
Meet with My Colorado Journey for collaboration/training	June 2-3	Either the confirmation of My Colorado Journey to give training during in person training or the needed materials for Radicle to deliver training	2.c.iv. Establishment of virtual service and education on virtual platforms where necessary, utilizing My Colorado Journey as the preferred virtual platform for career development activities	Torin	Personnel
Compile data to identify pain points, places of disconnect, hopes, possibilities, and visions	May 16 - June 8	A report compiling data gathered from surveys, interviews, and the review of existing data.	2.c.i. Training plan that demonstrates a focus on underserved communities in Colorado	Torin with input from Chip and Mara	Personnel
Determine July Training Dates and Schedule Facilitations - including scheduling a venue, making room reservations, and getting confirmation from any speakers/collaborators. Calendar links sent to trainees as soon as possible	May 18 - June 25	Calendar invites for all training days that include Zoom links and training locations	2.A.1. Awarded Vendor(s) shall provide Training for a group of coaches	Torin	Personnel
			2.A.1. Awarded Vendor(s) shall provide Training for Supervisors		
Meet with CWDC to share data and discuss how this will inform the training to be created	June 10	A report compiling data gathered from surveys, interviews, and the review of existing data.	IV A.2. Schedule for CWDC engagement will be Monday through Friday 8am - 5pm MST CWDC reserves the right to request updates at any time throughout the duration of the project.	Torin, Chip, Mara	Personnel
Based on data and best coaching practices create the 2nd rough draft of training.	June 10 - June 17	Training outline with supporting data to be sent out on June 17	2.a. Required services to be performed by the awarded vendor(s) include: research, analysis, development and implementation of training program, facilitation of Community of Practice, and training staff.	Torin and Chip	Personnel
Task	Timeline	Deliverables	Scope of Work Relevance	Person(s) Responsible	Budget Category
			2.c.i. Training plan that demonstrates a focus on underserved communities in Colorado		
			2.A.4. Ensure Deliverables fundamentally integrate Human-Centered Design and meaningfully connects Coloradan to job opportunities.		
Meet with CWDC to review 2nd draft of training and edit	June 21		IV A.2. Schedule for CWDC engagement will be Monday through Friday 8am - 5pm MST CWDC reserves the right to request updates at any time throughout the duration of the project.	Torin, Chip, Mara	Personnel
Complete Training and training materials	June 21 - June 30	Training Handout, Presentation Slides		Torin	Personnel
Turn in SLFRF compliant reporting	June 30th	SLFRF compliant report	2.b. Reporting in accordance with Section IV:A:1, and by the funding source.	Torin	Personnel, Contracts

Career Navigation and Coaching Collaboration Training						
PHASE II - Training Development				Expected Outcomes		
Training Week	Training Format	Covered Material	Deliverable	Scope of Work Relevance	Person(s) Responsible	Budget Category
The Intentional Relationship July 6-29						
1. July 6 - July 8	Virtual Session 1.5 Hours Long	Welcome, Program Overview, What is coaching?, Get to Know Each Other, What's a transformation you want to have from this program?	Presentation slides, Program Outline and Participant Agreement, Training Handout	Radicle believes with confidence that the training outlined in this spread sheet meets the Scope of Work defined under A 1-2, 4-6, 9-11.	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
	1:1 Coaching with Supervisors and Coordinators 1 Hour		Attendance Tracking Sheet	""	One of the Radicle Collective	Program
2. July 11 - July 15	Virtual Session 1.5 Hours Long	Designing Intentional Relationships, Self Awareness and Self Management	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
3. July 18 - July 22	Virtual Session 1.5 Hours Long	Listening Intentionally	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
	1:1 Coaching with Supervisors and Coordinators 1 Hour			""	One of the Radicle Collective	Program
4. July 25 - July 29	In-Person 8 Hour Training	Stories from people who have accessed services, My Colorado Journey Training, Asking effective Questions, Coaching Practice, The CLIFF Effect, How Privilege and Racism show up in coaching	Presentation slides and Training Handout	""	Torin, Chip, Mara, and Collaborators	Program, Contracts, Speaker Fees, Travel Lodging, Personnel
	Month 1 Program Feedback Survey		Spreadsheet with collected data	""	Torin	Personnel
	CDWC Check In			""	Torin, Chip, Mara	Program
Perspectives - What's here now? August 1-26						
5. Aug. 1 - Aug. 5	Virtual Session 1.5 Hours Long	Talk About Feelings	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
	1:1 Coaching with Supervisors and Coordinators			""	One of the Radicle Collective	Program
6. Aug. 8 - Aug. 12	Virtual Session 1.5 Hours Long	Understanding Values	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
7. Aug. 15 - Aug. 19	Virtual Session 1.5 Hours Long	Perspective Shifting	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
	1:1 Coaching with Supervisors and Coordinators 1 Hour			""	One of the Radicle Collective	Program
8. Aug. 22 - Aug. 26	In-Person 8 Hour Training	Stories from people who have accessed services, Recognizing Trauma, Concepts deep dive, Coaching Practice, Labor Market Overview	Presentation slides and Training Handout	""	Torin, Chip, Mara, and Collaborators	Program, Contracts, Speaker Fees, Travel Lodging, Personnel
	Month 2 Program Feedback Survey		Spreadsheet with collected data	""	Torin	Personnel
	CDWC Check In			""	Torin, Chip, Mara	Personnel
Commitment and Transformation August 28 - Sept. 22						
9. Aug. 29 - Sept. 2	Virtual Session 1.5 Hours Long	Prerequisites to Commitment - Vulnerability, Why we don't "fix" or "do for"	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
	1:1 Coaching with Supervisors and Coordinators 1 Hour			""	One of the Radicle Collective	Program
10. Sept. 5 - Sept. 9	Virtual Session 1.5 Hours Long	Commitment - Collaborative Brainstorming	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program

	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
11. Sept. 12 - Sept. 16	Virtual Session 1.5 Hours Long	Transformation	Presentation slides and Training Handout	""	Torin, Chip, Mara	Program
	Group Coaching Session 1 Hour - Community of Practice			""	Two of the Radicle Collective	Program
	1:1 Coaching with Supervisors and Coordinators 1 Hour			""	One of the Radicle Collective	Program
12. Sept. 19 - Sept. 23	In-Person 8 Hour Training	Stories from people who have accessed services, Your Coaching Habit - Turning Theory into Habit, Coaching Practice, Coaching Skills Round-up, Celebrating YOU!	Presentation slides and Training Handout	""	Torin, Chip, Mara, and Collaborators	Program, Contracts, Speaker Fees, Travel Lodging, Personnel
	Month 3 Program Feedback		Spreadsheet with collected data	""	Torin, Contract	Personnel
	CDWC Check In			""	Torin, Chip, Mara	Personnel
By September 30th	Turn in SLFRF compliant reporting		SLFRF compliant report	""	Torin, Contract	Personnel, Contract

**COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT
REQUEST FOR APPLICATIONS
(RFP) KADA 2022000278
ATTACHMENT C
RISK ASSESSMENT FORM**

Any questions that remain unanswered, including explanations and any answers that do not address the question asked will be assessed the highest risk rating for that question.

Full legal name of Subrecipient: RADICLE COACHING, LLC

Name and title of person completing this form: TORIN WIDHAMMER

Amount of funding requested on this grant application: \$ 262,880

****If Subrecipient has completed this form in the past twelve months, please submit a completed form with any updated information.****

OPERATION CONSIDERATION

The significant aspects of Sub-recipient's operations, the failure of which could impact Sub-recipient's ability to perform and account for the grant deliverables.

- 1) Sub-recipient's total annual operating budget: \$50,000
- 2) Total number and dollar amount of all state, Federal and private grants Subrecipient will receive in its current fiscal year: n/a
- 3) Total dollar amount of all grant funding Subrecipient will receive from CDLE in its current fiscal year: \$ n/a
- 4) Is the Subrecipient sub-awarding any portion of this? X Y ___ N
- 5) Total dollar amount of Federal funds Subrecipient received in its previous fiscal year: \$15,730

EXPERIENCE CONSIDERATION

Sub-recipient's experience and history with the same or similar Federal awards or grants.

- 6) How many years has Subrecipient been in existence? 8 years
- 7) Has Subrecipient administered programs similar to this grant? ___ Y X N. If yes, please list and explain. RADICLE & THE COLLECTIVE MEMBERS HAVE WORKED FOR PROGRAMS THIS SCALE. BUT NOT DIRECTLY ADMINISTERED FUNDS.
- 8) Has Subrecipient failed to satisfactorily meet any State, Federal or private grant deliverables in the past? Y (N). If yes, please explain what deliverables were not met and why Subrecipient was unable to meet them: _____

FINANCIAL CONSIDERATION

Sub-recipient's financial stability and ability to comply with the grant's financial reporting requirements.

- 9) Does Subrecipient have a time and effort reporting system in place to account for 100% of each employee's time broken down by time spent per funding source? Y N. If no, explain how Subrecipient intends to document each employee's time by funding source. _____

- 10) Does Subrecipient have a time and accounting system to track effort by cost objective? Y N
- 11) Does Subrecipient maintain time distribution records (timesheets or personnel activity reports) for all employees when their effort cannot be specifically identified to a particular program or cost objective? Y N. If no, does Subrecipient have an approved alternative system to account for time distribution and when was it adopted? _____
- 12) Does Subrecipient have a cost allocation plan that spreads all common costs, such as phone, rent, utilities, etc. among all funding sources? Y N. Describe how Subrecipient allocates common costs. RADICLE WORKS FROM A HOME OFFICE. THEIR WORK WITH COACHING CLIENTS OUTSIDE OF THIS GRANT COVERS COMMON COSTS.

MONITORING AND AUDIT RESULT CONSIDERATION

Results of Sub-recipient's previous audits or monitoring visits.

- 13) Has Subrecipient received an audit under the Single Audit Act/Uniform Administrative Requirements, 2 CFR Part 200, Subpart F (Government Auditing Standards)? Y N. If yes, provide a copy (electronic preferred) of its most recent audit report.
- 14) Has Sub-recipient received an annual financial statement audit under Generally Accepted Auditing Standards (GAAS)? Y N. If yes, provide a copy (electronic preferred) of its most recent audit report.
- 15) Were there non-compliance issues with prior audits? Y N. If yes, provide the number, extent and resolution of the issues. _____

INTERNAL CONTROL CONSIDERATION

Sub-recipient's ability to safeguard its assets and resources, deter and detect errors, fraud and theft, ensure accuracy and completeness of accounting data, produce reliable and timely financial and management information, and ensure adherence to its policies and plans.

- 16) Has Subrecipient updated any of its policies and procedures within the last two years? ___Y
___N
- 17) Does Sub-recipient's accounting system allow it to segregate all assets, liabilities, revenues and expenditures by funding source, and produce self-balancing reports by funding source? Y
___N
- 18) Does Subrecipient have an active oversight committee/board, and is it provided financial reports and information on a regular basis? Y N
- 19) Does Subrecipient have employee fidelity bond/insurance coverage for all of its employees who handle cash? Y N

IMPACT CONSIDERATION

Potential impact of Sub-recipient's non-compliance to the overall success of the program objectives.

- 20) If any portion of this grant will be disbursed on a cost reimbursement basis, does sub-recipient have sufficient liquidity to enable it to manage its finances between the time costs are incurred and reimbursed? Y N. Explain how Subrecipient intends to cover its costs prior to receiving reimbursement. _____

- 21) Has Sub-recipient had any significant changes in its key personnel (e.g. Controller, Executive Director, Accounting Manager, Program Manager, etc.) or its time keeping or accounting systems in the last year? Y N. If yes, explain the changes. _____

- 22) Does Sub-recipient have any potential conflicts of interest in accordance with Federal Awarding Agency policy? ___Y___N. If yes, explain the potential conflict of interest. _____

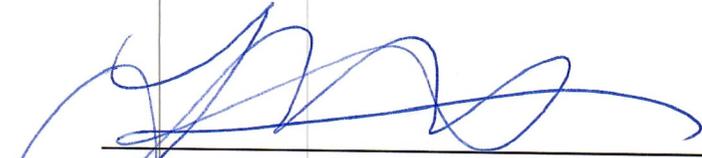
****Sub-recipient should retain a copy of this completed form in its records for any additional funding applications within a twelve month period.****

Please Sign and Date below:



Executive Director (or authorized delegee)
Signature

4/1/22
Date



Financial Director Signature

4/1/22
Date