



workforce
SOUTHWEST WASHINGTON

REQUEST FOR PROPOSALS
For the period July 1, 2017 – June 30, 2020

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

Youth Services

Release Date:
December 5, 2016

Due Date:
January 20, 2017 5:00 p.m. (Pacific Time)
Any proposals received after that time will not be accepted.

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SECTION I: Introduction & Background

A. PURPOSE OF REQUEST FOR PROPOSALS (RFP)

Workforce Southwest Washington (WSW), formerly known as the Southwest Washington Workforce Development Council (SWWDC), is soliciting individual and consortium-based proposals for the delivery of services to out-of-school youth ages 16-24 years old in the Clark, Cowlitz, and Wahkiakum counties of Washington State under the [Workforce Innovation and Opportunity Act \(WIOA\) Title I](#). The purpose of this solicitation is to identify and fund organizations that will design innovative programming and comprehensive services that result in out-of-school youth (OSY), ages 16-24, achieving academic and employment success.

Through this RFP, a total of \$900,000 is anticipated to be available for year one of the program. The WSW staff is responsible for ensuring the equitable distribution of all WIOA funds across the tri-county area according to a statewide funding formula. The Youth WIOA funds will be divided among Clark, Cowlitz, and Wahkiakum counties by the following percentages, respectively: 77.60%, 21.50, and 0.9%, unless otherwise mandated.

Contracts resulting from this RFP are expected to begin July 1, 2017 and end June 30, 2018, with an option for renewal for up to two additional years (through June 30, 2020) without further solicitation. WSW reserves the right to extend contracts on a year-to-year basis for up to three years based on future funding availability, contractors' satisfactory performance, legislative policy, and other factors.

The primary goal of programs funded through this RFP process is to ensure that SW Washington youth are prepared for post-secondary success and can serve as a skilled and qualified pipeline to fill local area workforce demands. Proposers are expected to tailor their service strategies to most appropriately serve their proposed target populations. **In addition, WSW is looking for innovation, collaboration, and passion.**

Bidders may either submit a single proposal for all the services in the RFP, **OR**, if a consortium submission, then the consortium may only submit one proposal. Bidders must specify the counties to be served (Clark and/or Cowlitz/Wahkiakum counties). While single entity proposals will be accepted, **respondents are encouraged to submit consortium proposals** that leverage resources and build coalitions that result in an innovative, responsive and cohesive youth system. **Consortiums will be expected to clearly describe the roles and responsibilities of each proposed contractor and how they will structure their relationship(s).**

Funds provided by this RFP shall not be used to duplicate facilities or services available in areas (with or without reimbursement) from other federal, state or local sources. Consortium proposals will be accepted from any combination of private for-profit agency, state or local unit of government, private non-profit organization, business service organization, or educational agency that can demonstrate the administrative capability to successfully provide the services identified in this RFP. The content of the accepted proposals will become the basis for the negotiation of a final contract agreement. This negotiation will include final performance goals, elements of program design and all elements of the program line-item budget. Applicants are advised that most documents in the possession of WSW are considered public records and are subject to disclosure under the State Public Records Law.

The successful bidders will be required to agree to the General Terms and Conditions and agree to comply with any [policies](#) created by WSW and any applicable federal or state policies,

regulations, or laws. A copy of the General Terms and Conditions for all contracts will be sent to bidders upon request.

B. WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) OVERVIEW

On July 22, 2014, President Obama signed into law the Workforce Innovation and Opportunity Act (WIOA). WIOA supersedes the Workforce Investment Act (WIA) of 1998. WIOA is designed to improve and streamline access to federally funded employment, education, training, and support service programs. The goal of WIOA legislation is to consolidate, coordinate, and improve employment, training, literacy, and vocational programs in the United States. This is the first legislation reform of the public workforce system in more than 15 years. Every year, the key programs that form the pillars of WIOA help tens of millions of job seekers to connect to good jobs and acquire the necessary skills and credentials needed to obtain them; and, in addition, these programs assist current workers with advancing in their organizations and furthering career opportunities.

This RFP was created in response to the [2014 WIOA legislation](#) described above. WIOA provides the framework for a national workforce preparation system that is flexible, responsive, customer-focused, and locally managed. Mandatory partners include WIOA Youth, WIOA Adult, WIOA Dislocated Worker and other federal Youth programs; Wagner-Peyser services; the Division of Vocational Rehabilitation; Department of Services for the Blind, and others specific to the Act. Bidders are strongly encouraged to read [Training and Employment Guidance Letter 04-15](#) issued by the U.S. Department of Labor that outlines the vision for the One-Stop System under WIOA.

The spirit of WIOA legislation emphasizes collaboration and the belief that we can accomplish more if we work together to serve participants and employers. Of particular focus in the legislation are the following three key driving messages:

- A broader youth vision that supports an integrated service delivery system and ultimately a one-stop youth center (YouthSource)
- A commitment to providing high quality services that are accessible to all
- An alignment of investments in workforce, education, and economic development

The WIOA system is built around six key principles:

- **Alignment of Services:** Integrating multiple employment and training programs through the one-stop delivery system will simplify and expand services for job seekers and employers. WIOA supports the alignment of workforce investment, education and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system. Local partners will play a key role in policy development that is customized to meet the needs of the community.
- **Universal Access:** Through the one-stop system, every customer will have access to a set of core employment-related services. WIOA emphasizes the need to increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- **Relevant and Responsive Programs:** WIOA highlights the need to improve the quality and labor market relevancy of community, state and national employment and training programs in efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide employers with the skilled workers the employers need to succeed in the global economy. This principle requires local workforce boards to focus on in-demand industry sectors and occupations, including

alternative pathways to employment such as on-the-job training, internships, and apprenticeships in order to effectively close the skills gap.

- Integrated Service Delivery: The legislation promotes improvement in the structure and delivery of services to better address the employment and skill needs of workers, job seekers and employers. Service delivery should be seamless, easy, coordinated and accessible across multiple partners and populations.
- Continuous Improvement: The legislation promotes improvement in the structure and delivery of services to increase the prosperity of youth and employers.
- Local Oversight: Local boards (such as WSW), with involvement from the private sector, will be responsible for program planning and oversight of the local system.

C. WORKFORCE SOUTHWEST WASHINGTON OVERVIEW

Workforce Southwest Washington (WSW) is the policy and planning body for workforce development activities in Clark, Cowlitz, and Wahkiakum counties. WSW supplies the funding necessary to operate [Workforce Innovation and Opportunity Act \(WIOA\) Title I Adult, Dislocated Worker, and Youth programs](#), while also providing leadership to increase economic development through a trained and productive workforce in the Southwest Washington region. Its oversight responsibility includes designation of local WorkSource Operators; certification of the one-stop centers; designation of Business Solution Service providers and Title I Adult, Dislocated Worker, and Youth providers; selection and monitoring of workforce development service providers; leading integrated service delivery efforts; creating policies; and setting local performance standards.

WSW Mission

To prepare and promote a skilled and adaptive workforce for a thriving economy in Southwest Washington.

WSW Vision

Jobs people want. Workers employers need.

WSW Guiding Principles

Collaborative—Proactive—Flexible—Efficient—Accountable—Exceeds Expectations

Emerging Workforce Committee

The Emerging Workforce Committee meets quarterly and is comprised of members from our local private and public community, as well as our youth providers.

In addition, this committee reviews and recommends providers of WIOA Title I Youth services. Bids meeting the minimum requirements are reviewed by a subcommittee of the Emerging Workforce Committee, and applications are scored individually and decided upon by the group for recommendation to the Executive Board followed by approval from the full Board of Directors.

D. WSW STRATEGIC PLAN GOALS 2016-2019

WSW brings together business and community leaders to promote and expand workforce development activities and ensure the long-term economic vitality of the region. WSW's strategic plan defines goals that reflect the need to provide a quality workforce for the various occupations that support the regional economy with the objective of increasing personal incomes and self-sufficiency.

WSW Strategic Plan Goals 2016-2019

- Employers get the right workers at the right time
- Job Seekers develop professional and technical skills and find jobs that meet career and employer needs
- The Workforce System is coordinated, easily accessible, leverages resources and produces results

WSW's 2016-2020 Local Workforce Plan defines our mission, vision, goals and objectives, which reflect the need to provide multiple pathways towards creating a quality workforce for the various skill levels and occupations that support the regional economy. All bidders are encouraged to review this plan. The development of WSW's strategic plan is an intensive process that involves many stakeholders. *It is critical that every proposal demonstrates that the bidder fully understands the strategic directions of the Plan, how they will impact services, and what new opportunities can be addressed as a result. In short, successful bidders will demonstrate a clear alignment between proposed services and the goals of WSW's strategic plan.*

All proposers are encouraged to review the "WSW 2016-2020 Strategic Plan" for additional information and detail. It can be accessed at <http://workforcesw.org/about-workforce-sw-washington/reports-and-data>.

E. SW WASHINGTON POPULATION DEMOGRAPHICS

In 2014, the population in the Southwest Washington Workforce Development Area was 567,005. Between 2004 and 2014, our region's population grew at an annual average rate of 1.4% across all three service area counties. Annually, individual counties have also experienced continued population growth, with Clark growing by 1.5% in 2015, Cowlitz growing by 0.7%, and Wahkiakum growing by 0.6%.¹ Employment has increased across the Southwest region overall by 4% in 2015 and is expected to continue to grow. As of the end of 2015, the SW Workforce Development Area (WDA) had over 198,932 individuals employed in the region. The adjusted unemployment rate for the three-county region was 6.1% as of February 2016, which is an entire percentage lower than February 2015 when the region was at 7.1%. The regional unemployment rate is higher than the national rate of 4.9%. Employee turnover rate is at 8.6%, with an average of 23,000 new hires occurring every quarter.² Most sectors are continuing to add jobs, while other industries such as manufacturing are experiencing a significant need to replace retiring workers through training methods such as an up-skill and backfill approach.

Key industries in the region include manufacturing (especially electronics, paper, and machinery), transportation and warehousing, due in part to the location of five ports along the Columbia River. Professional and technical services are an important source of higher-wage jobs in the region, as is health care. Please refer to our regional sector reports in the following in-demand sectors: [Health Care](#), [Technology](#), [Construction](#), and [Manufacturing](#). These reports will give a snapshot of the current trends of local industry, as well as provide specific focus for our pipeline. For more information see Page 10.

Local and regional labor market information can be found at the following websites:

² JobsEQ, Demographics Report, Chumura Economics 24 April, 2016

- <https://fortress.wa.gov/esd/employmentdata/reports-publications/regional-reports/labor-area-summaries>
- http://www.bls.gov/eag/eag.or_portland_msa.htm

Opportunity Youth

In 2016, WSW, in partnership with a regional collaborative comprised of Clackamas, Clark, Cowlitz, Multnomah, Wahkiakum, and Washington counties known as the [Columbia Willamette Workforce Collaborative](#), hired [ECONorthwest](#), a professional economic consulting firm with a global reputation of excellence to understand our bi-state, six-county opportunity youth population. As a result, this partnership released an [Opportunity Youth Report](#) on April 6, 2016. As described in the report, youth in transition from traditional K-12 education to either workforce or further education represent some of the greatest opportunities for growing and strengthening the local workforce or talent pipeline.

The report finds that over 30,000 youth ages 16 to 24 are not in school or working. Referred to as Opportunity Youth, these individuals represent 28% of all youth in our six-county areas. In addition, the report outlines key demographic data and barriers facing this population today.

SECTION II: Programming Philosophy & Elements

A. DEFINITIONS AND GOALS

Consortium

Under WIOA, partnership is a core component that provides the guidance and balance necessary to develop a high functioning workforce system. This includes taking a large role in creating a common understanding of services, agency barriers and challenges as well as diversified interests in “true” alignment. The WSW will look to fund proposers who align youth serving institutions in order to increase access, reduce duplication, close service gaps, and promote collaboration.

A successful bidder will put forth an application that reflects strong partnerships with community colleges, employers in high-growth and high-demand industries, other relevant organizations, and youth service providers that support work experiences and educational opportunities for youth. These partnerships and collaborations will then be utilized to ensure a seamless continuum of services. *In addition, this collaborative approach to integrated service delivery will have the benefit of leveraging the strengths of different organizations within a more streamlined management environment.*

The vision for an integrated service delivery system requires that each individual partner agency works as one system and begins with the consortium, not as separate organizations, to develop an approach to building relationships with youth, contacting youth, and delivering services to youth. One of the keys to success in our community has been the strength of the partners that make up our network of service providers. Each organization in our workforce development system brings a unique history, a wide array of skills, and a mix of resources to enhance the services available to the different customers of our system. The concept of a youth *one-stop* (or, in our SW Washington area, branded and referred to as “YouthSource” as envisioned by the Workforce Innovation and Opportunity Act and WSW) is supported through a local model that maintains a diverse blend of partners working together to achieve shared outcomes. WSW’s strategic plan guides this RFP as it calls for a focus on the alignment of investments of partner organizations. And in order to deliver on the aspirations of the strategic plain, this RFP seeks a

proposal that will develop the integration and collaboration of partners and services through the consortium model.

WSW will award WIOA funds to one or more entities that demonstrate an ability to effectively deliver and manage services as described in this RFP. WSW promotes WIOA Youth proposals to encompass multiple organizations in one unified consortium proposal. If the bidder decides to participate in a consortium-based proposal, at a minimum, bidders must incorporate at least three (3) consortium partners. Bidders must clearly describe the roles and responsibilities of each proposed consortium partner and how they will structure their relationship(s) and business service system in the counties for which the bidder applies. Single entity or non-consortium proposals will be accepted.

This consortium of three or more partners should include Title 1 Adult, Title 1 Youth, and any of the following:

- YouthBuild Program and Partners
- YouthWorks Program and Partners
- Other local non-profits, community colleges, Division of Vocational Rehabilitation, Department of Services for the Blind, Adult Basic Education, K-12 school districts, Washington State Department of Social and Health Services, Employment Security Department

If a unified proposal is accepted, the bidder may contract with more than one entity for each area at the discretion of WSW; but all operations must be integrated with the resources of all partners listed in the bidder's proposal, the WSW's goal and strategic plan.

The following are required core components: 1) Outreach, Recruitment, and Orientation; 2) Eligibility Determination and Registration; 3) Objective Assessment; 4) Individual Service Strategy (ISS); 5) Case Management including data entry into MIS; and 6) Referral.

All proposals must be comprehensive and demonstrate a partnership with other agencies that together will deliver the full scope of services required by this RFP.

Accessibility

WIOA reenacts and strengthens the non-discrimination requirements of the Workforce Investment Act's Section 188 and requires the contracted providers to provide physical and programmatic accessibility to individuals with disabilities. WIOA allows local area boards to establish standing committees to work on issues specifically faced by individuals with disabilities, including Section 188 and ADA compliance, ensuring equal access to all services and appropriate staff training on providing accommodations and finding employment opportunities for individuals with disabilities.

Although WIOA only specifically calls out standing committees focusing on access issues for people with disabilities, the Workforce Board has embraced a more expansive goal of improving access for all jobseekers and employers. This requires identifying and removing a wide variety of barriers to access, including economic barriers, geographic barriers, physical barriers, and mental and behavioral health barriers. The State's Workforce Training and Education Coordinating Board (WTB) achieved consensus that a standing committee of the Board should be charged to develop strategies for improving accessibility for all throughout the state workforce system, informed by local advisory committees assessing barrier issues at the ground level. In August 2015, the WTB adopted a recommendation from the State's WIOA

Implementation Steering Committee that the Board convene a formal standing committee to tackle ongoing systemic accessibility issues.

The State Barrier and Accessibility Solutions Committee was subsequently charged by the WTB to implement TAP, (Talent and Prosperity for All), goals related to accessibility to help build consensus on strategies to make systemic improvement to the system. This Committee will be informed by local advisory committees that assess accessibility issues at the ground-level, improve the service experience for populations with barriers, and help local area boards prioritize projects and track progress towards improved customer service for those populations. This committee will additionally service as a forum for sharing best practices and strategies to improve access and as an advocate for resources and policy development that will improve services for all populations with barriers.

A successful bidder will put forth program elements that encompass the following 14 populations (to the extent that these populations overlap with youth ages 16-24) and that include a wide variety of tools and accommodations designed to make all its features accessible to those with alternative abilities.

WIOA 14 Populations with Barriers:

1. Displaced homemakers
2. Low-income individuals
3. Indians, Alaska Natives, and Native Hawaiians
4. Individuals with disabilities, including youth who are individuals with disabilities
5. Older individuals
6. Ex-offenders
7. Homeless individuals
8. Youth who are in or have aged out of foster care
9. English Language Learners: individuals with low levels of literacy and/or individuals facing substantial cultural barriers
10. Eligible migrant and seasonal farmworkers
11. Individuals within two years of exhausting lifetime eligibility under TANF
12. Single parents (including single pregnant women)
13. Long-term unemployed individuals
14. Other groups as the Governor determines

In addition, there should be every effort made to provide reasonable accommodations to all programs, policies, and procedures in order to accommodate known physical, mental or sensory barriers. Youth providers are expected to demonstrate efforts to provide universal access by:

- Providing outreach to all populations of eligible participants
- Provide meaningful support for individuals with limited English proficiency
- Offer information about services and activities to all eligible participants
- Provide accessibility in the physical space, by communication services, and through auxiliary aids and services

Increased Knowledge of Sector-Specific Needs

WIOA requires that economic development, education, government, local community organizations and industry collaborate to make sure that education and training programs offered meet the needs of regional employers and that our system's resources are interwoven,

streamlined and effective. In addition, WIOA highlights the need to improve the quality and labor market relevancy of community, state and national employment and training programs in efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide employers with the skilled workers the employers need to succeed in the global economy. This principle requires local workforce boards and providers to focus on in-demand industry sectors and occupations, including alternative pathways to employment such as on-the-job training, internships, and apprenticeships in order to effectively close the skills gap.

Increased Knowledge of Sector Specific Needs

Locally, WSW develops, designs and implements innovative training and business solutions to further the economic growth and viability of Clark, Cowlitz and Wahkiakum counties. WSW looks at workforce development on a continuum where key stakeholders and partners play a key role along each individual job seeker’s employment journey. WSW also relies heavily on our Subrecipients to implement key industry strategies alongside our WSW Employer Services Managers as well as with internal and external members of the WorkSource team. As a part of this partnership, WSW expects that all bidders are aware of Targeted Industry Regional Sector Reports and do their due diligent to train and educate staff internally as to the goals of the plans and to set goals and benchmarks for performance surrounding contributing to the outcomes metrics listed for these industries in the plan. At a minimum, the Subrecipient will be required to submit quarterly metrics to the Operator and WSM Program Manager regarding work towards industry targets listed in each one of the following plans below. Metrics will be shared with partners on the [Columbia Regional Workforce Collaborative](#), local employers, the WSW Board of Directors and Executive Board, and other committees and partners as appropriate.

Regional Industry Plans & Key Metrics for Bidder:

<p>Manufacturing</p>	<ol style="list-style-type: none"> 1. <i>Make Manufacturing a Career of Choice for the Emerging Workforce (16-24)</i> <ul style="list-style-type: none"> • Support 150 youth internships in manufacturing • Create 1,700 manufacturing career-related learning experiences 2. <i>Connect Manufacturers to the Right Candidates Now</i> <ul style="list-style-type: none"> • 800 WorkSource job seekers pursue manufacturing careers through training or job placement services • 700 WorkSource job seekers are connected to manufacturing employment after receiving training and/or placement services • 150 manufacturers hire and train WorkSource customers using work-based training models such as apprenticeships, OJTs and internships • 45 companies sign on in support of and hire from the Certified Production Technician program. • Increase the number of non-traditional candidates pursuing manufacturing careers 3. <i>Strengthen the Manufacturing Community</i> <ul style="list-style-type: none"> • 100 manufacturing workers complete interpersonal, skill-development training
<p>HealthCare (Long Term Care)</p>	<ol style="list-style-type: none"> 1. <i>Attract the Right Talent—NOW</i> <ul style="list-style-type: none"> • Disseminate messaging to job seekers throughout the community regarding the LTC industry including key attitudes, traits and

	<p>characteristics of successful long-term care employees.</p> <p>2. Improve Retention Across the Industry</p> <ul style="list-style-type: none"> • Deliver 400 high-caliber candidates from our pool to hiring employers across the Portland-Vancouver metropolitan area. • Train 300 people for long-term care occupations using classroom and on-the-job (OJT) training and other WorkSource training opportunities. <p>3. Attract Youth to the Industry (16-24)</p> <ul style="list-style-type: none"> • Map long-term career pathways and communicate them to youth. • Develop and implement work experience programs leading to 100 youth internships in long-term care settings
Technology	*Not yet available (Coming Spring 2017)
Construction	*Not yet available (Coming Spring 2017)

A successful bidder will present program components that will further the connecting of employers, youth, and local training providers and ultimately ensure that all participants are provided with opportunities to engage with opportunities to discover career pathways, pursue training, and obtain placement in high-growth/high-demand occupations. Program design should be guided by our regional sector reports in the following in-demand sectors: [Healthcare](#), [Technology](#), [Construction](#), and [Manufacturing](#).

Out-of-School Youth

WIOA defines **out-of-school youth** as not attending school including post-secondary or secondary school. With one exception, a dropout re-engagement school considers the enrolled students as out-of-school youth for purposes of WIOA eligibility.

The Out-of-School Program should focus on supporting youth in completing their education and attaining a credential, while at the same time providing work-readiness skill development and career training opportunities as appropriate. The following describes the goals for the different out-of-school populations:

1. The goal for an out-of-school youth who does not have a high school diploma or GED is the attainment of a high school diploma or GED completion and transition into post-secondary education or training, attainment of a recognized credential, and/or unsubsidized employment, including apprenticeship.
2. The goal for an out-of-school youth who has a high school diploma or GED at enrollment is to transition into post-secondary education or training and attainment of a recognized credential and/or unsubsidized employment, including apprenticeship.

The following summarizes the out-of-school populations and their key goals. Goals will vary depending on the individual student and their needs; the more goals a participant can attain the better.

Goals	Out-of-School Population	
	No diploma or GED	Has diploma <u>and</u> basic-skills deficiency
High School Diploma or GED	X	n/a
Credential attainment (industry or national recognized credential)	X	X
Work-readiness skill development and career training opportunities	X	X
Transition into post-secondary education or training and/or unsubsidized employment	X	X
Post-secondary credential (if possible within enrollment time frame)	X	X

B. TARGET POPULATIONS

In particular, this RFP seeks service providers that demonstrate a commitment and history of serving one or more of the following target populations. The youth program must target youth ages 16-24 who are out of school and who are identified in one or more of the following categories:

- 1) Homeless or runaway
- 2) Foster child
- 3) Pregnant or Parenting
- 4) Offender
- 5) One or more disabilities, including learning disabilities
- 6) Veteran or Spouse of a Veteran
- 7) Communities of Color
- 8) English Language Learners

WSW has added focus on one new target population in this RFP: Communities of Color. The term “person of color” is used primarily in the United States to describe any person who is not white. The term encompasses all non-white peoples, emphasizing common experiences of systemic racism. The term “communities of color” establishes a coalition of identified “persons of color” and draws on the strengths and assets of each community of color to achieve expanded access for racial and ethnic minorities. It is clear that solutions to unequal treatment in our systems need to derive from national, state, and local levels. The target population of “communities of color” advocates for these solutions as effective and strong coalitions, and thus WSW would like increased commitment and engagement in the proposed program design.

C. FOURTEEN REQUIRED YOUTH PROGRAM ELEMENTS

In addition, each youth program bidder is responsible for providing access³ to all of the following fourteen WIOA youth program elements as needed for enrolled youth:

- 1) Tutoring, study-skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
- 2) Alternative secondary school services or dropout recovery services, as appropriate;
- 3) Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
 - a. summer employment opportunities and other employment opportunities available throughout the school year;
 - b. pre-apprenticeship programs;
 - c. internships and job shadowing; and
 - d. on-the-job training opportunities
- 4) Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations outlined on the [WSW Demand Training List](#);
- 5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- 6) Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- 7) Supportive services;
- 8) Adult mentoring for the period of participation and a subsequent period, for a total of no fewer than 12 months;
- 9) Follow-up services for at least 12 months after exiting the program to ensure continuity of services and progress towards performance outcomes. Follow-up services must be provided by the same program that provides case management during program participation. The type of services provided must be based on the needs of the individual;
- 10) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
- 11) Financial literacy education;
- 12) Entrepreneurial skills training;
- 13) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- 14) Activities that help youth prepare for and transition to postsecondary education and training.

For further guidance on program requirements, reference the [Department of Labor Final Rules](#) for specific definitions and rules.

³ Proposers do not need to provide all of these services themselves, but demonstrate access to these services in their proposals.

D. PERFORMANCE OUTCOMES

Federal and State Performance Measures

There are federal performance indicators the proposer is required to meet or exceed. Targets for these indicators are redefined annually by the federal and state governments, and providers will be held accountable for achieving performance targets outlined in the annual contract.

Please note that some performance indicators are attainable while a youth is enrolled in the program, and others are attainable only after the youth is exited from the program for a specified time period.

For details on these performance indicators, please refer to Appendix A.

Local Priority Outcomes

In addition to meeting the federal performance indicators, the WSW board identified the following as priority outcomes for all youth served in the WIOA Youth Out-of-School Program. Proposals that demonstrate more of these outcomes will be more competitive.

- 1) High school completion for dropout population.
- 2) Participation in post-secondary education or training.
- 3) Youth pursuing education/training in STEM-related occupations, including work experience or internships
- 4) Increased focus on the target populations
- 5) Job placements, training-related placements, placements in targeted or demand occupations, and acceptance into approved apprenticeships
- 6) Skill development (basic skills, life skills, math, science, and computer skills, job-readiness skills, leadership skills, and occupational skills)
- 7) Awareness of career choices and requirements in in-demand sectors
- 8) Positive personal traits that contribute to self-sufficiency and betterment of the community (e.g., increased self-confidence, self-esteem, curiosity, motivation, etc.)
- 9) Knowledge of workplace behaviors and soft skills
- 10) Consortium-planned events (*only for consortium-based proposals*)
- 11) List and detail of job fairs/hiring events in Southwest Washington
- 12) Work experience and internships in demand occupations

Positive Exit Outcomes

There are only two acceptable positive outcomes for youth who are **exited⁴** from the program: exit to unsubsidized employment or exit to post-secondary training or education, including apprenticeship.

E. PERFORMANCE AND CASE MANAGEMENT TRACKING

WorkSource Integrated Technology (WIT) on the Case Management Side (ETO) is a state-managed database that supports statewide employment and training business operations. It is designed to integrate employment and training program services including WIOA. ETO provides customer tracking and enables Washington State to report on federal and state-mandated WIOA reporting requirements.

⁴ The term "program exit" means a participant does not receive a service funded by the program or funded by a partner program for 90 consecutive calendar days and is not scheduled for future services.

All successful bidders will be required to use ETO to record and track all client activities and program services. Reports generated from ETO will be used to determine program performance by the subrecipient, WSW, and the State. Therefore, knowledge of the system, accuracy, and timely entry of information are critical. System training will be facilitated through WSW by ETO local trainers; it is the sub-recipient's responsibility to ensure ongoing staff expertise and compliance.

In addition, subrecipients may be asked to provide additional documentation or information not accessible through ETO to evaluate performance outcomes, as well as program strengths and weaknesses. Therefore, an internal tracking knowledge and mechanism is recommended.

SECTION III: RFP Information

A. SCHEDULE FOR RFP SUBMISSION, REVIEW, AND AWARDS

RFP Released: December 5, 2016

Available on WSW website: www.workforcesw.org

Bidders Conference: December 15, 2016

1:00 – 4:00 p.m.

Port of Kalama, Commission Room

110 West Marine Drive

Kalama, WA 98625

Proposals Due: January 20, 2017

Must be received at WSW by 5:00 p.m., Pacific Time

Evaluation Committee Review: February 14, 2017

WSW Board Review and Approval: February- March 2017

Notification of Funding Allocation: March 8, 2017

Contract Award Notifications: March 8, 2017

Contract Development: May – June 2017

(Including Submission of Additional Documentation of Contractor's Administrative Qualifications, as needed)

Contract(s) Start: July 1, 2017

WSW reserves the right to make changes to the above timeline.

B. ELIGIBILITY REQUIREMENTS

Organizations eligible to submit proposals fall within the following categories:

- Government agencies
- Private non-profit organizations
- Private for-profit businesses
- Business service and advocacy organizations

A lead agency must be identified in the consortium model. The lead organization must be the submitter of the proposal. Each partner involved in the consortium will deliver on their own individual metrics and performance alongside partnership metrics.

C. COMMUNICATION AND CLARIFICATION PROCEDURES

The primary mode of communication between the WSW and potential bidders will occur on the WSW website: www.workforcesw.org. Beginning December 5, 2016, interested parties can download the Request for Proposals from the website. After the Bidders Conference scheduled for December 15, 2016 for Clark, Cowlitz and Wahkiakum counties, a question and answer page will be available on the website and will be updated through Friday, January 13, 2017. All questions must be submitted via email to info@workforcesw.org. It is the bidder's responsibility to check the web page frequently to stay connected and apprised throughout the process.

Questions will not be answered over the phone or in person. Questions received after noon on Friday, January 13, 2017 will not be answered.

D. BIDDERS CONFERENCE

The WSW encourages all interested parties to attend the Bidders Conference on Thursday, December 15, 2016 from 1:00-4:00 p.m. at the Port of Kalama. This is the forum that WSW selected to present detailed, non-competitive information on the RFP and answer questions so that all interested parties will have the benefit of the same answer. If bidders wish to participate via phone, please notify WSW at info@workforcesw.org by 5:00 p.m. on Thursday, December 8, 2016. Minutes from the Bidders Conference will be posted at www.workforcesw.org.

E. PROPOSAL REVIEW & EVALUATION PROCESS

Proposals will be screened for compliance with the federal and state Workforce Innovation and Opportunity Act requirements, consistency with the WSW Strategic Plan, and alignment with the specifications of this RFP through the following three-phase process.

Phase I:

WSW staff will initially evaluate each proposal for acceptability, with emphasis placed on completeness and responsiveness to requisite program criteria. The following minimum criteria will be used to determine which proposals will continue on to Phase II:

- All required services for the program for which they are bidding are addressed;
- All requested information and documentation is included in the application package; and
- The proposal is submitted in accordance with the RFP.

Phase II:

Proposals that have met the minimum criteria as stated above will then be reviewed and ranked by the Evaluation Committee. The Evaluation Committee will be comprised of WSW Board members, WSW staff, and Emerging Workforce Committee members and/or partner representatives from Clark, Cowlitz, and Wahkiakum counties who are not bidding for any of the programs.

Proposals will be ranked based on evaluation criteria outlined in the next section. These rankings will be used as a guide for discussion and determination of recommendations. Note: WSW retains the right to request additional information from any applicant or request oral presentations from applicants. If no response adequately addresses the services and outcomes

requested, the committee may recommend that no award be made or work with other bidders to craft an appropriate program.

Phase III:

The recommendations of the Evaluation Committee will be presented to the Executive Board of WSW and then the full WSW Board of Directors for approval. All contract awards will be considered provisional pending receipt of any additional documents regarding administrative qualifications and/or any other areas of concern and the successful completion of contract negotiations.

F. PROPOSAL EVALUATION CRITERIA

The Evaluation Committee will evaluate each submitted proposal based on the following:

- 1) Cover Page (Yes/No)
- 2) Proposal Checklist (Yes/No)
- 3) Proposal Summary (Yes/No)
- 4) Demonstrated Experience and Ability (25 points)
Note: Federal fiscal management experience is required. Failure to demonstrate this in this section will result in rejection of the proposal.
- 5) Relationships and Collaboration (*Consortium Proposals Only*) (5 points)
- 6) Program Design (55 points)
- 7) Program Cost and Budget (20 points)
- 8) Planned Performance Numbers (Yes/No)
- 9) Statement of Compliance Form (Yes/No)
- 10) Letters of Support (Yes/No)

The maximum number of points available is 100 points. Sections 1-3 and 7-9 will be evaluated on a “yes/no” basis; a “no” in any of these sections will eliminate the proposer from the award consideration. Points will be awarded for responses to Sections 4-6. These sections ask the proposer what they will do, how they will do it, how much it will cost, and how qualified the consortium is to successfully carry out their proposal.

All sections are required to be completed. Failure to complete all of the sections to the satisfaction of WSW will eliminate the proposer from the award.

Scored Sections

A. Demonstrated Experience and Ability 25 points

This category will evaluate past experience in providing services similar to those being proposed, including the ability to deliver as proposed, attain, track and report performance. It will also evaluate the proposer’s depth of experience in successfully serving the proposed target population. This should include each applicant in the consortium in terms of their specific strengths. Evaluation of the performance and management capability of the proposing agency(s) will include:

- 1) Successful WIA or WIOA/federal administrative experience and capacity;
- 2) Demonstration within the proposal that the organization has the staff experience and capacity to fulfill the proposed actions; and
- 3) **Each Provider’s** experience serving economically disadvantaged youth and the proposed target population and how they will work together to maximize program strength.

B. Relationships and Collaboration 5 points

(for consortium-based proposals only)

This category will evaluate how well the proposer has planned to work together with the mandated Title 1 Youth and Adult providers, Department of Vocational Rehab, Department of Social and Human Services, Department of Services for the Blind, community colleges, community organizations and other service providers to leverage funds and integrate services and staff functions. Evaluation of this section will include evidence of credible and realistic partnerships; collaboration with WIOA Adult Service providers to seamlessly connect businesses to younger populations such as 16- to 24-year-olds; and collaboration with Employment Security Department, community colleges, and other mandated WIOA partners.

c. Program Design 50 points

This category will evaluate the program design, services, processes, collaboration, and performance. In addition, this category will automatically allot points based on number of providers involved in the application. It will include:

- 1) Compatibility between the proposed program design and WSW goals;
- 2) Logic Map to reveal **each provider's** strategies and tools to provide core components and provide access to WIOA service requirements;
- 3) Appropriateness of organizational and staffing model to proposed services;
- 4) Detail on how the consortium will reach and serve the proposed targeted populations;
- 5) The extent of collaboration with K-12 system, other community organizations, business, and the local WorkSource offices;
- 6) Ability to leverage other resources for **each provider**;
- 7) Innovation and creativity of program design to achieve desired program outcomes; and
- 8) Client service flow, service accessibility, assessment tools, desired outcomes, and strategies for teaching appropriate workplace behaviors and soft skills

d. Program Cost and Budget 20 points

This category will evaluate the cost of the proposed program and the degree to which expenditure of funds relates to performance outcomes. Budgets will be reviewed for accuracy and completeness. Additionally, all proposals will be reviewed for costs that are allowable, fully justified, and competitive as measured by the review of the line item budget; the program design, cost per participant, and cost per positive outcome, and comparison to all other proposals.

G. SUBMISSION REQUIREMENTS

All proposals must be received by the WSW by 5:00 p.m. Pacific Time on January 20, 2017. Proposals not received by this time will be automatically disqualified from competition—**no exceptions**. A postmark will not be accepted if the proposal does not arrive by the deadline.

The submitted proposal package must include two (2) electronic copies (one Word version and a PDF) of the proposal via email to info@workforcesw.org. This emailed copy will serve as the formal proposal submittal.

- Include all of the required forms, narrative answers and attachments that pertain to your proposal. Failure to do so will disqualify your proposal from competition.
- Proposals are limited to a maximum of 48 pages depending on the number of counties for which you are proposing, excluding letters of commitment from partners. Specific

page limits for each section are described in Section VI (B). Failure to do so will disqualify your proposal from competition.

- Responses must follow the outline and use the forms provided in the Proposal Response Package (Section VII). Attachments and additional forms are discouraged.
- Please use 12-point Times New Roman type, 1-inch margins and single spacing.
- Staple your proposal, but do not bind it in any other way or use dividers with tabs. Failure to do so will disqualify your proposal from competition.
- All proposals are to be submitted in accordance with the terms, conditions and procedures stated in the RFP.
- Any submitted proposal shall remain a valid proposal for one year after the closing date of the RFP.

H. GENERAL PREPARATION INSTRUCTIONS

The RFP response is divided into nine components as follows:

Section	Format	Page Limit
1. Cover Page	Form	4 pages
2. Proposal Checklist	Form	1 page
3. Proposal Summary	Narrative	1 page
4. Demonstrated Experience and Ability	Narrative	10 pages
5. Relationships and Collaboration (only for consortium-based proposals)	Narrative	5 pages
6. Program Design	Form, Program Logic Model and Narrative	19 pages including the logic model and narrative
7. Program Cost and Budget	Form and Narrative	5 pages
8. Planned Performance Numbers	Form	2 pages
9. Statement of Compliance Form	Form	1 page
9. Letters of Support	Letters	not included in limit
		Maximum 48 pages

The instructions for each section are provided below.

Cover Page

The cover page is to be completed by the lead applicant of the consortium. The proposal cover page must be completed in full and signed by an agency officer authorized to bind the agencies to all commitments made in the proposal.

Proposal Checklist

Please complete this form by placing a check by each item included in your proposal. It is the bidder's responsibility to make sure that all the required elements and forms are included in the proposal.

Proposal Summary

Please provide an executive summary of your proposal. Do not exceed one (1) page in length.

Demonstrated Experience and Ability

Please answer the questions on the form and in the order listed.

Relationships and Collaboration (for consortium proposals only)

This category will evaluate how well the proposer has planned to work together with the mandated Title 1 Youth and Adult providers, Department of Vocational Rehab, Department of Social and Human Services, community colleges, community organizations and other service providers to leverage funds and integrate services and staff functions. Evaluation of this section will include:

- a. Evidence of credible and realistic partnerships;
- b. Collaboration with WIOA Adult Service providers to seamlessly connect businesses to younger populations such as 16- to 24-year-olds; and
- c. Collaboration with Employment Security Department, Department of Services for the Blind, community colleges, and other mandated WIOA partners;

Program Design

Please provide a compelling description of your program design in response to the questions listed. This is a free-form response. You do not need to respond in the order listed.

Program Cost and Budget

Please answer the questions on the form and in the order listed. Complete one budget for each county you are proposing to serve. Please note that indirect costs can only be included if your organization has an approved indirect rate from your cognizant agency and a copy is attached. If you are a for-profit agency, please include profit amounts in a separate line item.

Planned Performance Numbers

Complete one form for each of the counties (Clark, Cowlitz, and/or Wahkiakum) that you are proposing to serve. Please use unduplicated numbers. When projecting numbers for July 1, 2017 and beyond, use best-guess projections and assume full program funding.

Statement of Compliance Form

Please certify the statement of compliance through a signature by an agency officer authorized to bind the agency to all commitments made in the proposal.

Letters of Support (not included in page limitations)

Please provide letters of support from key partners, outlining their relationship with you, the role they will play in delivering services, and any other specific commitments. Partners to whom you are subcontracting should indicate the amount of funds you are planning to subcontract to them.

SECTION V: PROVISIONS & DISCLAIMERS

1. All solicitations are contingent upon availability of funds.
2. This RFP is for three years and is renewable at the discretion of the board through June 30, 2020. If a proposal is not submitted, non-bidders may be excluded from providing WIOA services for up to three years.
3. WSW reserves the right to accept or reject any or all proposals received.
4. WSW reserves the right to waive informalities and minor irregularities in offers received.

5. This RFP does not obligate WSW to award a contract.
6. This RFP is for WIOA services and other related programs and funding streams which may become available to WSW during this funding period.
7. WSW may accept any item or group of items of any offer, unless the bidder qualified its offer by specific limitations.
8. WSW may select a service provider based on initial offers received, without discussion of such offers. Accordingly, each offer should be submitted on the most favorable terms from a price and technical standpoint that the bidder can submit to WSW.
9. Proposals should follow the format set forth in the RFP Response Package section of the RFP and adhere to the minimum requirements specified therein.
10. WSW reserves the right to request additional data or oral discussion or documentation in support of written offers.
11. No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies under WIOA.
12. All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to WSW and be subject to disclosure under the Freedom of Information Act.
13. Formal notification to award a contract and the actual execution of a contract are subject to the following: receipt of WIOA funds anticipated, results of negotiations between selected bidders and WSW staff, and continued availability of WIOA funds.
14. Any changes to the WIOA program, performance measures, funding level, or the WSW Board of Directors' direction may result in a change in contracting. In such instances, WSW will not be held liable for what is in the bidder's proposal or this Request for Proposals package.
15. Proposals submitted for funding consideration must be consistent with, and if funded, operated according to, the federal WIOA legislation, all applicable federal regulations, State of Washington policies, and WSW policies and procedures.
16. Service providers selected for funding must also ensure compliance with the following, as applicable: U.S. DOL regulations 20 CFR Part 652; 29 CFR Parts 96, 93, 37, 2, and 98; and 48 CFR Part 31; Office of Management and Budget (OMB) 2 CFR Chapter I, and Chapter II Part 200; and A-133 or 46 CFR Part 31, whichever is applicable.
17. Service providers will be expected to adhere to WSW procedures to collect, verify, and submit required data as required along with submission of monthly invoices to the WSW.
18. Additional funds received by WSW may be contracted by expanding existing programs or by consideration of proposals not initially funded under this RFP, if such proposals were rated in the competitive range. These decisions shall be at the discretion of WSW.
19. WSW may decline to fund part or all of a proposal, even though it is found to be in the competitive range, if, in the opinion of WSW, the services proposed are not needed, or the costs are higher than WSW finds reasonable in relation to the overall funds available, or if past management concerns lead the WSW to believe that the bidder has undertaken more services than it can successfully provide.
20. WSW has a right to fund a lower-ranked proposal over a higher-ranked proposal because of valid policy considerations, including but not limited to, organizational experience, geographical considerations, leveraging of outside resources, and target populations.
21. Any proposal approved for funding is contingent on the results of a pre-award review that may be conducted by the WSW staff. This site visit will establish, to WSW's satisfaction, whether the bidder is capable of conducting and carrying out the provisions of the proposed contract. If the results of the site visit indicate, in the opinion of the WSW, that the bidder may not be able to fulfill contract expectations, WSW reserves the right to decline to enter into contract with the organization, regardless of WSW's approval of the bidder's proposal.

22. WSW is required to abide by all WIOA legislation and regulations. Therefore, WSW reserves the right to modify or alter the requirements and standards set forth in this RFP based on program requirements mandated by state or federal agencies.
23. All bidders must ensure equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any WIOA-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief.
24. All bidders must ensure access to individuals with disabilities pursuant to the Americans with Disabilities Act.
25. Bidders must accept liability for all aspects of any WIOA program conducted under contract with WSW. Bidders will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted.
26. Reductions in the funding level of any contract resulting from this solicitation process may be considered during the contract period when a bidder fails to meet expenditure, participant, and/or outcome goals specified in the contract or when anticipated funding is not forthcoming from the federal or state governments.
27. Bidders will allow local, state, and federal representatives access to all WIOA records, program materials, staff, and participants. In addition, bidders are required to maintain all current WIOA records in addition to WIOA records for three years, beginning on the last day of the program year (2 CFR Part 200.333).
28. The contract award will not be final until WSW and the bidder have executed a mutually satisfactory contractual agreement. WSW reserves the right to make an award without further discussion of the proposal submitted. No program activity may begin prior to final WSW approval of the award and execution of a contractual agreement between the successful bidder and WSW.
29. WSW reserves the right to cancel an award immediately if new state or federal regulations or policy make it necessary to change the program purpose or content substantially or to prohibit such a program.
30. WSW reserves the right to determine both the number and the funding levels of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process. Bids submitted which are over the maximum amount of funds specified for this RFP will be rejected.
31. The proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.
32. WSW reserves the right to reject any or all proposals received and to negotiate with any and all bidders on modifications to proposals.
33. WSW reserves the right to accept proposals with minor clerical errors such as misspellings, incorrect page order or similar non-consequential errors.
34. All contractors shall obtain annually an organization-wide audit. If the organization receives more than \$750,000 in annual federal funding, the audit must comply with standards set forth in OMB 2 CFR 200, Subpart F. Include allocated audit costs in the proposed budget detail.
35. Each party shall be responsible for the negligence of its own employees or agents in the performance of this contract. All contracts warrant that the contractor will maintain coverage sufficient to cover contracting activities. At the request of WSW, the contractor will provide certification of third-party insurance or self-insurance and bonding. Insurance and bonding coverage will be effective for the term of the contract.
36. Applicants are advised that most documents in the possession of WSW are considered public records and subject to disclosure under the State of Washington's Public Records Law.

SECTION VI: Response Package

A. PROPOSAL COVER PAGE (Maximum 3 pages)

Agency Name: _____

Mailing Address: _____

Contact Person: _____

Phone: _____ Fax: _____ E-mail: _____

Applying As: Consortium of (#) ____ Partners

Lead Consortium Partner Agency: _____

Consortium Partner Agency Name(s):

Indicate Area(s) to be served: CLARK COWLITZ WAHAKIACUM

BUDGET SUMMARY:

Clark County	\$ _____	_____ %
Cowlitz County	\$ _____	_____ %
Wahkiakum County	\$ _____	_____ %
Total	\$ _____	

Number of Participants to be served:

Clark County	_____	_____ %
Cowlitz County	_____	_____ %
Wahkiakum County	_____	_____ %
Total	_____	

Cost Per Participant:

Clark County	\$ _____	_____ %
Cowlitz County	\$ _____	_____ %
Wahkiakum County	\$ _____	_____ %
Total	\$ _____	

Proposal Summary: Please summarize your program design in a brief paragraph.

Proposed Service Sites: (Also include addresses of any proposed satellite sites)

Key Partners

Please provide names of the partner organizations with which you will have a contractual relationship for the provision of services. Please attach signed letters of commitment from each of these partners (3-5).

To the best of my knowledge and belief, all information in this application is true and correct, the document has been duly authorized by the governing body of the applicant, and the applicant will comply with the attached assurances if the assistance is awarded.

Typed Name of Authorized Representative

Title of Authorized Representative

Signature of Authorized Representative

Telephone Number

Date

B. PROPOSAL CHECKLIST (*Maximum 1 page*)

It is the bidder's responsibility to make sure that all required elements and forms are included in the proposal. Proposals that do not include the required elements and forms will be automatically disqualified. No exceptions will be granted. If you have questions about the requirements or feel that special circumstances apply to your proposal, please submit a question in writing to the WSW at info@workforcesw.org to be answered on our website as Frequently Asked Questions (FAQs). Questions received after noon on Friday, January 13 will not be answered.

Before submitting your proposal, check the following:

- Two (2) electronic copies (Word and PDF format) of the proposal and required documents sent to info@workforcesw.org.

Proposal Response Package Requirements

- 1. Proposal Cover Page
- 2. Proposal Checklist
- 3. Proposal Summary
- 4. Demonstrated Experience and Ability

- 5. Relationships and Collaboration
- 6. Program Design and Program Logic Model
- 7. Program Cost and Budget Forms
- 8. Planned Performance Forms
- 9. Statement of Compliance Form

- Copy of your approved indirect rate from your cognizant agency, if applicable
- One copy each of the last two years' audited financial statements if not already on file with the WSW (if audited statements are not available, please submit a brief explanation why and submit unaudited financial statements)
- One copy of your business license (if applicable)
- Signed letters of commitment from partners with whom you will have a contractual relationship or will play a critical role in delivering your services

C. PROPOSAL SUMMARY

Please provide an executive summary of your Proposal (Maximum 1 page)

D. DEMONSTRATED EXPERIENCE AND ABILITY

Provide the following information about your organization/consortium (Maximum 10 pages)

- 1) Describe your organization's administrative experience related to program design, delivery, and management, staff management, financial management (including use of acceptable accounting practices and controls), and performance management. If applicable, please give specific information about the various partners involved in the consortium.
- 2) Describe your organization's successful experience in delivering youth workforce services, including any knowledge and experience with federal funding sources, WIOA regulations, and federal, state, and local performance measures. If no experience with WIOA regulations, and federal, state, and local performance measures, describe your plan for becoming familiar with them.
- 3) Describe all the providers involved in the consortium application's successful experience in serving the proposed target populations.
- 4) If a single-entity applicant, please describe your experience administering CASAS tests. If a consortium applicant, please describe the consortium's experience administering the CASAS test. If unfamiliar with CASAS, what are your plans for familiarizing your organization with this assessment?
- 5) If single-entity applicant, please describe your success in meeting or exceeding performance measures with the proposed target populations. What were the measures, how were they tracked, what successes are you most proud of, and why do you believe you were successful? If a consortium applicant, please describe the above for the providers in the consortium.
- 6) Describe each partner's (including an individual applicant's) experience with, and capacity to use, complex Management Information Systems for tracking customer outcomes and overall program performance.
- 7) If a consortium proposal, please include the following:

- a. Describe the processes of the consortium working together to provide services, as well as your philosophy on creating partnerships and collaborative relationships with a wide range of entities.

E. RELATIONSHIPS AND COLLABORATION *(Consortium-based proposals only)*

- A. Identify the key partners that make up your Youth WIOA Consortium. How were partners chosen, and how were they involved in the development of your proposal? Be specific.
- B. Describe which organization will provide lead services for the WIOA Youth team. Describe how the lead organization will partner with other community-based organizations in this proposal, service providers, and other resources to best serve youth.
- C. Describe all the agencies involved in the consortium's mission, services provided, funding sources, and funding stability. Describe how your proposal to serve WIOA Youth will align with the consortium's goals.
- D. List all partners, a brief description of their role or service in your program (provide staff, materials, training, wages, facilities, rent, etc.), amount you will pay them for their services (if any), and the amount of financial or in-kind resources they provide to the program. Attach letters of commitment from each of the partners documenting their relationship and role with you.
- E. Be sure to include a clear statement of relationship between your organization and each partner, how you will jointly manage your partnership, how you will resolve conflict, how you will foster clear communication, how you will align your efforts, and what the outcomes of your partnership will be. Please list and distinguish how you will work similarly and differently with each entity.
- F. Please attach letters of commitment from any consortium partners with whom you will have a contractual relationship or will play a critical role in delivering your proposed program. (Note: These letters are limited to five {5}, and letters will not count in the total page limitation.)

F. PROGRAM DESIGN

*Please provide a compelling description of your program design in response to the questions listed. **This is a free-form response.** You do not need to respond in the order listed. (Maximum 18 pages including the Program Logic Model and Narrative)*

- 1) How does your proposal meet the goals and desired results of the RFP? What is your compelling message about what the program does and why it is important?
- 2) How will you identify and serve youth from the identified targeted populations, and how will your proposed services increase the likelihood of participants reaching the desired outcomes? Please refer to the consortium in terms of the proposed services.
- 3) How will you assess youths' goals and needs? How will the assessments be conducted, what are the goals of the assessments, and what tools will be used for assessment?
- 4) How does your service delivery model provide and/or make accessible the federally mandated service components to participants? Describe the strategies and tools you will use to provide the required core components and the required 14 elements. If consortium proposal, include details around the partners involved.
- 5) How will you teach age-appropriate workplace behaviors and soft skills to prepare program participants for employment?
- 6) Describe the process for serving a youth, from recruitment to exit to follow-up. How long will the participant typically participate in the program?

- 7) Describe your program's organizational and staffing model and the benefits of this model. If consortium proposal, please include all partners in the consortium in this organizational and staffing model.
- 8) How will your program collaborate with WorkSource to seamlessly serve 16- to 24-year-old youth, and what steps will be taken to develop triage procedures to ascertain if a youth would be best served in the adult system or through the youth system?
- 9) How will your program collaborate with the local community colleges, K-12 system, and other training organizations and how will this affect your outcomes? Describe any articulation agreements you may have or credits that participants can earn.
- 10) How will your program collaborate with businesses and how will this affect your outcomes?
- 11) How will your program specifically target high-growth/high-demand work experience for your participants? Specifically, how will you use the WSW Sector Plans and Strategies to inform your staff, work and participant services?
- 12) Describe the unique and innovative components of your consortium's proposal.

If consortium proposal, please include the following:

- 1) Describe what WIOA services the various partners in your consortium will offer. Specifically, how you will coordinate eligibility, ISS, objective assessment, and outreach?
- 2) How does your program leverage each provider's strengths in the program's consortium?

G. PROGRAM COST AND BUDGET

Please summarize your total budget for all counties for which you are proposing in Section 1. Please complete a separate budget detail form for each county you are proposing to serve in Section 2. (Maximum 5 pages)

Section 1: Budget Summary

- Summarize total WIOA funds requested from Section 2 below for each county for which you are proposing.
- Summarize total leveraged funds from Section 2 below for each county for which you are proposing. State the sources and specifics of purposed leveraged funds.
- Total WIOA funds requested plus leveraged funds.

Budget Summary

<u>Clark</u>	Amount
Number of Youth Served	
WIOA	\$
Non-WIOA	\$
Total Budget	\$
Cost per Youth Served	\$
<u>Cowlitz</u>	Amount
Number of Youth Served	
WIOA	\$
Non-WIOA	\$
Total Budget	\$
Cost per Youth Served	\$
<u>Wahkiakum</u>	Amount
Number of Youth Served	
WIOA	\$
Non-WIOA	\$
Total	\$
Cost per Youth Served	\$
GRAND TOTAL BUDGET	\$

Section 2 – Budget Detail Form

Please complete one budget detail form for each county you are proposing to serve.

County:	Total Number of FTEs:	
	WIOA Budget	Leveraged Funds
Personnel Expenses		
Staff Salaries and Wages	\$	\$
Employee Benefits	\$	\$
Payroll Taxes	\$	\$
Temporary Employees	\$	\$
Total Personnel	\$	\$
Operating Expenses		
Professional Fees	\$	\$
Supplies, Postage & Shipping	\$	\$
Telephone	\$	\$
Occupancy (Rent & Utilities)	\$	\$
Equipment Rental & Maintenance	\$	\$
Equipment Purchase	\$	\$
Printing & Publications	\$	\$
Travel, Conferences & Meetings	\$	\$
Insurance	\$	\$
Dues and Memberships	\$	\$
Total Operating	\$	\$
Participant Expenses		
Training, Tuition, and Books	\$	\$
Support Services	\$	\$
Work Experience Wages	\$	\$
Total Participant Expenses	\$	\$
Other Expenses		
Indirect Costs	\$	\$
Profit (for-profit companies only)	\$	\$
Other-please describe	\$	\$
Total Other	\$	\$
TOTAL	\$	\$

Section 3 – Budget Narrative

Please use this section to describe your budget assumptions, sources of leveraged funds, unique expenditures, or other budget information you would like the evaluation committee to know.

H. PLANNED PERFORMANCE NUMBERS

Please complete one Performance Form for each county for which you are submitting a proposal (Maximum 2 pages per county)

Section 1 – Performance Form

Area to be served: _____ Clark _____ Cowlitz _____ Wahkiakum			
Youth Service Plan Levels July 1, 2017 – June 30, 2018	16-18 years old	19-24 years old	Total
Total New Enrollments			
Dropouts (not attending secondary school; no diploma or GED)			
Have H.S. Diploma or GED and low income and basic-skill deficient			
Barriers*			
Court Involved			
Homeless			
Foster Youth			
Youth with Disabilities (including learning disabilities)			
Communities of Color Representation			
Long-term Unemployed			
Pregnant or Parenting			
Veteran or Spouse of Veteran			

Area to be served: _____ Clark _____ Cowlitz _____ Wahkiakum			
Youth Service Plan Levels July 1, 2017 – June 30, 2018	16-18 years old	19-24 years old	Total
Total Received Diploma/Credential**			
High School Diploma			
Equivalent Diploma (GED)			
Associates/Bachelor's Degree			
Other Credential			
Total Work Experience***			
Subsidized Summer Employment/Internship			
Other Subsidized Employment/Internship			
Total Exits			
Exits with Diploma/Credentials**			
Exit into Qualified Apprenticeship			
Exit into Post-Secondary Ed.			
Placement into Unsubsidized Employment (UE) or Military			

*This category does not need to total. Some youth may fall into more than one category

**Common measure definition of diploma/credential

*** May include subsidized WEX using non-WIOA funding

If a consortium applicant, the entire consortium is responsible for all of the aforementioned performance outcomes. Please describe how you will manage and assign outcome responsibilities by consortium partners and explicitly state in the logic model.

I. STATEMENT OF COMPLIANCE FORM *(Maximum 1 page)*

As the authorized signatory official for: _____ ,
Submitting Organization

I hereby certify:

- That the above-named proposer is legally authorized to submit this application requesting funding under the Workforce Innovation and Opportunity Act (the legal signatory for the organization applying).
- That the above-named proposer does hereby agree to execute all work related to this application in accordance with the Workforce Innovation and Opportunity Act, U.S. Department of Labor, State of Washington Employment and Training issuances, Workforce Southwest Washington policies and guidelines, and other administrative requirements issued by the Governor of the State of Washington. The vendor shall notify the WSW within 30 calendar days after issuance of any amended directives if it cannot so comply with the amendments;
- That the above-named proposer will ensure special efforts to prevent fraud and other program abuses, such as but not limited to, deceitful practices, intentional misconduct, willful misrepresentation and improper conduct which may or may not be fraudulent in nature;
- That the above-named proposer has read and agrees to the WSW Sample Contract Boilerplate (available upon request). If the proposer does not agree with contract clauses, proposer must notify WSW prior to proposal due date; and
- That the contents of the application are truthful and accurate; that the above-named proposer agrees to comply with the policies stated in this application; that this application represents a firm request subject only to mutually agreeable negotiations; that the above-named proposer is in agreement that the WSW reserves the right to accept or reject any proposal for funding; that the above-named proposer has not been debarred or suspended from receiving federal grants, contracts, or assistance; and that the above-named proposer waives any right to claims against the members and staff of Workforce Southwest Washington.

Authorized Representative Signature

Typed Name and Title

APPENDICES

A. APPENDIX A

Federal and State Performance Targets WIOA Title 1-B Youth

The selected bidder agrees to meet or exceed WIOA state, federal and local performance measures and indicators. Subrecipient will ensure that services provided achieve the desired outcomes as defined in the table below.

WSW analyzes quarterly performance data pulled from WorkSource WA. It is the responsibility of the selected bidder to ensure that all staff inputting data into WorkSource WA/ETO have attended and received ETO training as provided by the State. It is the responsibility of the Subrecipient to ensure that data entered into ETO is accurate and up to date. All data will be entered within seven (7) days of the activity. These numbers will be evaluated on a non-duplicated count on a quarterly basis and also on reports provided in your monthly report. For participants enrolled in more than one program: each seeker ID enrolled in ETO will be counted separately and included in the count for each Workforce Innovation and Opportunity Act Youth Program, Adult, or other special project funded in which they are co-enrolled.

a) State-Negotiated Performance Targets:

	Target
2 nd Quarter Employment/Education	67.40%
2 nd Quarter Earnings Median	\$ 2,919
4 th Quarter Employment/Education	70.10%
Attainment of Degree/Credential	76.30%

b) WIOA Performance Indicators:

1. Employment:

- The percentage of program participants who are in education or in unsubsidized employment **during the second quarter after exit** from the program
- The percentage of program participants who are in education or in unsubsidized employment **during the fourth quarter after exit** from the program

2. Earnings:

- The median earnings of program participants who are in unsubsidized employment **during the second quarter after exit** from the program

3. Credential Attainment:

- The percentage of program participants enrolled in education and training services who obtain a recognized postsecondary credential or a secondary school diploma or its recognized equivalent **during participation in or within one (1) year after exit** from the program

4. Measurable Skills Gains (no target set yet, but still tracked):

- The percentage of program participants who, **during a program year**, are in an education or training program that leads to a recognized postsecondary credential, secondary school diploma, or equivalent, educational functioning-level gain; progress towards education or training milestones; or pass a technical/occupational knowledge-based exam

5. Effectiveness in Serving Employers (no target set yet, but still tracked):

- a. The listed indicators of effectiveness in serving employers across our region, include demonstrations of employment-based training, sector-specific cohorts, and employer needs assessments. The State will choose two of the following shared outcomes (“shared outcomes” is defined by the reporting as a state including all 6 core partners):
 - i. Retention with the same employer in the 2nd and 4th quarters after exit
 - ii. Employer penetration rate: How many employers did partners reach in our service area?
 - iii. Repeat business customer rate: How many businesses came back for services with any of the core partners?

Indicator Related to Credential

Program participants who obtain a secondary school diploma or its recognized equivalent shall be included in the percentage counted as meeting the criterion under such clause only if such participants, in addition to obtaining such diploma or its recognized equivalent, have obtained or retained employment or are in an education or training program leading to a recognized postsecondary credential within one (1) year after exit from the program.

B. APPENDIX B

WorkSourceWA Technical Requirements

WorkSourceWA is a computer-based information system designed to integrate employment and training program services under the Workforce Innovation and Opportunity Act (WIOA). WorkSourceWA provides customer tracking and enables Washington State to meet federal and state-mandated WIOA reporting requirements. The WorkSourceWA system uses a Customer Management Information System for case managers and local WorkSource staff to track and manage clients’ (employer and job seeker) engagement and services.

All subrecipients will be required to enter data into the WorkSourceWA system for every customer. Proposers may either incorporate the estimated costs of WorkSourceWA implementation into their budgets (computer hardware and personnel), or link with organizations that currently have the capacity to enroll individuals into WorkSourceWA.

WorkSourceWA is a new case management system for our state. There are two sides to the system: one side is for job seekers and employers called “Job Match”; the other side is for case managers called “ETO.” The system is designed for WSW programs to become paperless with document uploads and easy access. However, this does not supersede the Subrecipient retaining employer files and participant hard-copy documentation for the required three-year retention period. The go-live date for WorkSourceWA was May 3, 2016. As we learn the nuances and new capabilities of the system, there will be policies, procedures and trainings that all successful bidders will be required to attend and follow.

All businesses are required to sign up for an individual account in order to recruit candidates through WorkSourceWA. Business Solution staff will assist employers where necessary. Further guidance is described in the [WorkSourceWA data sharing](#) policy. In addition, all job seekers are required to sign in to WorkSourceWA for an individual account that will contain all of their personal information.

a) Hardware Compatibility

Customer Management Software runs on Windows computers and is not compatible with Apple computers unless configured to operate on a Windows platform. To prevent potential issues, Windows updates should be conducted on a regular basis. It is recommended that the computer be set up to receive automatic updates for Windows.

b) Software Compatibility

Customer Management Software is accessed through the Internet. It is highly recommended that Internet Explorer (IE) be used as the browser for the WorkSource solution. Customer Management Software is only compatible with Internet Explorer versions 9, 10 and 11. Other browsers, such as other versions of IE, Firefox, Google Chrome, and Safari, may appear to function properly, but the feature may not function or save properly. Some features are browser-neutral and can be accessed in Safari on the iPad as a mobile option.

WIOA Subrecipients are required to attend a three-day WorkSourceWA training prior to being granted access to use the system. If the bidder already has access to ETO, only new staff will be required to attend the training.

Additional system requirements may be expected and will be provided by WSW upon contract award.

C. APPENDIX C

Internet Links

The following links may assist you in your proposal. The WSW is not responsible for the content or maintenance of non-WSW websites.

WSW WIOA Youth and WIOA-Related Policies and Guidelines

WSW policies and technical assistance can be found at the WSW website:

<http://workforcesw.org/providers>

A. Operations Policies

Fiscal

- Allowable Costs Policy #1001
- Debt Collection Policy #1002
- Procurement Policy#1003
- Fraud and Incident Reporting #1005
- Conflict of Interest Policy #1006

General

- Property Management & Inventory Directive #2001
- Record Retention #2002
- Monitoring Policy #2003
- Complaint Procedures #2004
- Complaint Handbook WSW (SWWDC)
- Electronic Signature Process #2005
- Website Privacy #2008

Program

- Local Training Investment List #3012

- Income Charts #3018
- Supportive Service Policy & Directive #3005
- Veterans Priority of Service & Eligibility #3019
- Eligibility Guidelines and Documentation Requirements #3028
- Attachment A - Eligibility Policy Handbook
- Individual Service Strategy #3029
- Training Opportunities #3033
- Attachment A – Training Handbook

Forms

- OJT Attachment A-G (click here for Word documents)
- Complaint and Grievance - Summary of Rights
- Equal Opportunity Notice
- ITA Waiver Request Not-in-Demand Occupation
- ITA Waiver Request to Exceed Funding Limit
- Support Service Waiver Request
- WEX/Internship Forms A-F
- Self-Attestation Form Adult
- Self-Attestation Form Youth
- Authorization to Release Information and Privacy Act Acknowledgement

B. WSW Technical Assistance

- [WIOA Law](#)
- [WIOA DOL Final Rules](#)
- [OMB Super Circular](#)
- DOL Training and Employment Guidance Letters
- DOL Training and Employment Notices
- WSW Technical Assistance (TA) Memos

C. State Policies and Other Links

- [Employment Security Department WIOA Policies](#)
- [State Eligible Training Provider List \(ETPL\)](#)
- [State Workforce Board](#)

D. Youth Resource Links

- *Department of Labor Office of Youth Services (OYS) –*
http://www.doleta.gov/Youth_services/
- *National Youth Employment Coalition –* <http://www.nyec.org>
- *Promising and Effective Practice Network (PEPNet) –* <http://nyec.modernsignal.net/>
- *National Collaborative on Workforce and Disability for Youth –*
<http://www.ncwd-youth.info/>