

**SNOHOMISH COUNTY
WORKFORCE DEVELOPMENT COUNCIL**

Request for Proposals

For

**WIA Title I-B Adult and
Dislocated Worker Services
WorkSource Everett & Lynnwood**

For the Period

7/1/2006 through 6/30/2007

**Snohomish County Workforce Development Council
WIA TITLE I-B ADULT AND DISLOCATED WORKER SERVICES
WORKSOURCE EVERETT & LYNNWOOD
REQUEST FOR PROPOSALS**

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Snohomish County Workforce Development Council
WIA TITLE I-B ADULT AND DISLOCATED WORKER SERVICES
WORKSOURCE EVERETT & LYNNWOOD
REQUEST FOR PROPOSALS

SECTION I. INTRODUCTION

The Snohomish County Workforce Development Council (WDC) is releasing this Request for Proposals (RFP) to offer an equal and open opportunity for eligible entities to submit a bid to serve as the Site Operator and WIA Program Manager for WorkSource Lynnwood and Everett, the two full-service one-stop centers in the WorkSource Snohomish County system. Applicants may apply for one site or both, however, applications must be submitted individually for each site. The WDC will enter into a contract with a single eligible entity to deliver the services in this RFP for each site in their entirety. Subcontracts to this contract or consortium applications will not be accepted. The period of performance for this RFP is Program Year 2006 which is July 1, 2006 through June 30, 2007. In order to be eligible, an entity must have at least three (3) years experience managing and operating employment and/or training programs, preferably including experience with the management and operation of programs under the Workforce Investment Act of 1998 (WIA).

Bidders need to be aware that the new federal common measures will affect this RFP and the system design of WorkSource Snohomish County for this upcoming program year. Common measures were created to better link performance with budgets and as a means of comparing programs across agencies. In addition, the ease of reporting and performance requirements was also intended to facilitate integration of service delivery and aid programs with co-enrollments. Common measures provide a universal language for training and employment activities and measures that focus on employment rather than training. These measures do maintain a focus on high-growth, high-demand industries and the development of local strategies to meet employer demand. Data collection for common measures became effective on 10/1/05 for Workforce Investment Act programs. More information about common measures can be found at <http://wdr.doleta.gov/directives/attach/TEGL17-05.pdf>. At the time this RFP is published the impact of common measures on program design and the client base is not known. Changes to program design are likely once clarity is provided; these changes may take place during the RFP or contracting process. Once the final changes are known program design and contract activity will be further negotiated.

As has been noted, common measures have necessitated a change in focus for employment and training programs in WorkSource Snohomish County. It should be noted that while some occupations certainly require training, others do not and it is the expectation of the WDC that the successful bidder enroll higher levels of persons who

do not need training to obtain employment rather than those who do need training. Further there is also an expectation that those who go to training will increasingly do so with dollars other than Workforce Investment Act funds. In addition, common measures include an increased emphasis on underemployed, working persons. It is the WDC's expectation that the successful bidder provide services that serve this population at an increased level. Last, the WDC expects to see a greater emphasis on On-The-Job Training or OJT as a key feature of the successful bidder(s) operating plan.

The vision of the WorkSource Snohomish County system is to provide universal access for job seekers to develop their careers, for business to find skilled workers and for the community to build its economic health and vitality. The WDC's mission is to develop a fully integrated one-stop career development system that provides customer choice, continuous improvement, and accountability for results. To achieve that end, the WDC provides strategic planning, policy development, and oversight of the WorkSource Snohomish County system by working directly with the site operator(s), partners and customers to deliver first class workforce investment services to facilitate successful acquisition of employment at a local standard of self-sufficiency. WIA legislation has mandated the streamlining of services through this one-stop delivery system, allowing for universal access to core services and empowering individuals through information and access to coordinated intensive and training resources. Under this system, training is provided to some individuals primarily through the Personal Training Account (PTA) process and is offered only to those individuals who have demonstrated difficulty acquiring employment or achieving the self-sufficiency standard without this assistance.

The overall goal of Title I-B of WIA is to provide funding to support, including but not limited to core, intensive, training, follow-up and on-the-job training services for adults, 18 years of age and older. While these specific funds are provided to support WIA I-B adult and dislocated workers with these services, they are also to be used to integrate multiple funding streams and employment and training systems and to provide for an integrated system of service delivery to job seekers and business. It is anticipated that the successful bidder(s) will be able to document multiple funding streams to support an integrated approach to service delivery. It is a foundational emphasis that WIA services will not function as a siloed program services. Services, and assessment for those services, will focus on promoting a seamless presentation of core, intensive, training, follow-up and on-the-job training services and will individually assess those seeking assistance for the full spectrum of programs they may be eligible for in meeting or addressing their needs. The WDC is seeking innovative and responsive programs to fulfill these services.

The WDC intends to procure a single contractor at each site for site operation and to provide core, intensive, training, follow-up and on-the-job training services as needed for new customers of the Center(s) as well as for those who are already participating in

an activity or activities funded by WIA to achieve Federal outcomes at WorkSource Lynnwood and Everett. A bidder may bid on one site or both. The bidder must meet the requirements for being in "good standing" throughout the entire course of Program Year 2006. The term "good standing" means that the bidder meets the following requirements for contributing to the WorkSource system:

- (i) The prime contractor/subcontractor must dedicate a minimum of 10% of a WIA or non-WIA full-time equivalent position (FTE) to the delivery of core services at the Center. This minimum contribution is 10% x 40 hours per week = 4 hours per week.
- (ii) The prime contractor/subcontractor, and every partner who has employment as an outcome of their own programs, must dedicate a minimum of 20% of a WIA or non-WIA full-time equivalent position to the delivery of Business Services as coordinated through WorkSource Everett. This minimum contribution is 20% x 40 hours per week = 8 hours per week.
- (iii) The prime contractor/subcontractor must dedicate at least one non-WIA full-time equivalent position to the delivery of the partner's non-WIA services on-site at the Center to support the primary mission of the WorkSource system and enhance the menu of services available at the Center. On-site means that the non-WIA full-time equivalent staff person is available at the Center to deliver these services. In PY 2003, the WDC clarified (iii) to indicate that more than one entity could share a single cubicle within a Center and provide less than one non-WIA full-time equivalent position provided that the entities, in combination, met this requirement and provided that each separately met the requirement for the core and business services elements [(i) and (ii)]. Requirement (iii) can be met with one or more staff from that entity. That is, staff A could deliver workshops on Monday with staff B delivering workshops on Wednesday and Thursday provided the time contributed by staff A plus staff B is at least 20 hours per week.

The total amount available to eligible entities through this RFP is estimated not to exceed at \$390,078 for Adult Services and \$505,281 for Dislocated Worker Services at WorkSource Everett and \$260,052 for Adult Services and \$336,854 for Dislocated Worker Services at WorkSource Lynnwood. Additional Dislocated Worker mitigation funds will be available in the fall in the range of \$107,062-\$125,956. The mitigation dollars will be split with between \$64,237-\$75,574 at WorkSource Everett and \$42,825-\$50,382 at WorkSource Lynnwood. **These amounts are provisional and may increase or decrease depending on funding.** Exact funding will not be known until the state of Washington releases its Program Year 2006 allocations. These estimates are solely for the purpose of offering guidance to bidders. Actual contracts will be based on the actual 2006 allocations. Each bidder will need to provide a justification for the total amount requested. Contracted services are to be provided July 1, 2006 through June 30, 2007. There are no funds at time for an overlap of operators.

Funds identified for this Request for Proposal (RFP) are from the Title I-B Adult and Dislocated Worker Programs of WIA. The Snohomish County WDC is the administrative entity for these funds.

WorkSource Lynnwood is located at 20311 52nd Ave, Suite 300, Lynnwood, Washington, 98036. WorkSource Everett is located at 3201 Smith Ave, Suite 114, Everett, Washington, 98201.

The selected provider of these services will be required to work with WorkSource Lynnwood and/or Everett partners to develop an operating plan for Program Year 2006 and to apply for recertification of WorkSource Lynnwood and/or Everett as a WorkSource Snohomish County Center. (Information about the current recertification process is provided for reference in Attachment A.)

These funds will need to provide for a minimum of one-half (1/2) the salary of the site operator in a lead role at each site. In addition it also must provide for one (1) dedicated fiscal staff and one (1) dedicated MIS staff at each site. In addition, bidders should propose the mix of core and intensive services as well as follow-up, on-the-job training and Placement Services. This RFP is for all site operator, program management services and service delivery. Bidders should be aware that separate contracts will be written for program services and site operation.

At its discretion, the WDC may extend the length of contracts based on performance review. At this time the WDC anticipates that WIA Reauthorization will occur during Program Year 2006 and the resulting changes in legislation are anticipated to create the need for a competitive RFP for Program Year 2007. However, should the WDC decide to continue to award the following year's (PY 07) RFP funding to the successful bidder(s) for PY 06, the continued funding would be contingent upon acceptance of the bidder's recertification packet for each site. Contract awards will be based upon conformance with these guidelines and available funding. Continued funding will be contingent upon acceptance of the bidder's business plan for the site(s).

General Site Operator Responsibilities

- (a) The Site Operator acts as the agent for the WDC in its oversight role of the Center(s). The Site Operator convenes a local oversight committee made up of current active Center partners, develops a mutual decision making process, works with conflict resolution and provides oversight to the daily operations.
- (b) The Site Operator ensures that job seekers have access to the services each partner offers that complement and supplement those provided by the WorkSource system. The Site Operator monitors provision of quality core, intensive, and training services to eligible and registered participants consistent with WIA, applicable Federal regulations, State provisions, WDC policies, and

WorkSource procedures. The Site Operator will ensure that referrals are tracked in the SKIES system.

- (c) The Site Operator will play an active and collaborative role with the WDC in the implementation of the Work Readiness Credential in the center. This Credential is expected to be fully operational in the Fall of 2006. This may include meeting baseline measures and offering specialized workshops. More information on the Credential will be provided at the Bidder's Conference.
- (d) The Site Operator ensures the Center operates within the parameters established by the WDC. The Site Operator ensures that all partners within the Center participate in all required certification and recertification processes.
- (e) The Site Operator monitors and manages continuous quality improvement (CQI) processes and progress toward annual CQI goals for certification and recertification within parameters established by the WDC. The Site Operator is expected to use the tools developed by the WDC and report back at monthly site operator meetings. The Site Operator also ensures that all partners within the Center participate in all CQI efforts.
- (f) The Site Operator ensures that each partner remains in "good standing" regarding its required contributions toward the delivery of core and business services as well as toward enhancing the menu of services on-site in the Center. Each entity that contracts directly with the WDC for the delivery of services at WorkSource Lynnwood and/or Everett must meet the requirements for being in "good standing" throughout the entire course of Program Year 2006.
- (g) The Site Operator is responsible for notifying the WDC when a partner leaves the Center and collaborating with the WDC on their process for recruitment of potential replacement entities. It is the WDC's expectation that the Site Operator keep the Center(s) at full capacity. In recruiting for new partners the WDC expects the Site Operator to look at ensuring as many of the 19 mandated WIA programs are represented as possible. If a mandated partner is not available then the Site Operator should consider those services that center users have requested from the Desired Services Survey. (Copies to be provided at Bidder's Conference.) Every intention should be made to include partners that meet the needs of the users of the Center. The Site Operator is responsible for orientation of new partners.
- (h) The Site Operator manages Center facilities including the negotiation of leases and maintenance of current Resource Sharing Agreements. The Site Operator is responsible for issuing a timely and appropriate invoice to each partner on a monthly basis for the cost of that partner's use of facilities and associated costs

consistent with the most recently approved Resource Sharing Agreement and for making adjustments consistent with updates to the Resource Sharing Agreement (RSA) as appropriate. Note that any changes to the RSA need to be submitted to the WDC at least 15 days prior to the effective change date.

- (i) The Site Operator ensures that all partners within the center participate in Business Services Team and account executive activities led by the WDC and/or the Site Operator.
- (j) The Site Operator ensures that the WorkSource Washington, WorkSource Snohomish County, and WorkSource Center names and logos are marketed and used by all partners in a manner consistent with State and local policies and business practices established by the WDC. Please see the “WorkSource Washington Brand Standards and Policy Manual” posted at <http://www.worksourceonline.com/w/policies.html>.
- (k) The Site Operator will collect universal access data through the WorkSource Member System (WMS).
- (l) The Site Operator develops a mechanism to collect and respond to customer feedback in a timely and sensitive fashion.
- (m) The Site Operator ensures that the program needs of all mandatory and non-mandatory partners are being addressed. This would include developing a system for monitoring program activity that compiles and analyzes registrations and outcomes for each partner. Development of metrics for each agent’s purpose in being there is expected, with reports provided monthly for the WDC of the accomplishments by the system supporting each. This responsibility includes creating a plan for assisting partners to meet their goals.
- (n) The Site Operator ensures that all center operations conform with EEO and other statutory requirements and adherence to established complaint and hearing procedures. This includes developing a conflict resolution plan and complaint procedure agreeable to the partners and in alignment with federal, state and local complaint and grievance procedures.
- (o) The Site Operator at WorkSource Everett is expected to support the Transition Services office located at this site with core service hours.
- (p) The Site Operator is expected to offer services that attract to and are responsive to the needs of underemployed workers in the evening hours. Further, the WDC expects that outreach to this population also be created and implemented.

General WIA Program Management Responsibilities Working with the Local Oversight Committee in Each Center

- (a) The Site Operator maintains ongoing communication with the WDC through regular communications and meetings with WDC staff.
- (b) The Site Operator is expected to cooperate with WDC staff as well as state and federal monitors during annual monitoring visits. In addition, starting with PY 06 WDC staff will be making quarterly reviews with the Site Operator(s). At this time items like files, fiscal records including time and effort reports will be reviewed. WDC staff will also look at performance and provide technical assistance. It should be remembered that technical assistance is available any time at the Site Operator’s request.
- (c) The Site Operator provides training on WIA statutory and regulatory requirements, WorkSource system design and operations; WDC polices, and Center policies and procedures annually to all staff. The Site Operator is expected to support and assist with facilitation of monthly training for case managers. Curriculum content will be approved by the WDC a minimum of 10 business days prior to any training sessions. In addition, WDC staff are available to facilitate trainings and assist when requested. The following are the trainings that the WDC expects to hold for case management staff on a monthly basis.

Month	Topic
July	WIA Registration and Eligibility Forms
July-August	Common Measures (Actual scheduling to be determined)
September	PTAs and Support Services
October	Assessment: CAPS/COPES/COPS and Work Readiness Credential
November	Case Management (focus on effective case notes) & IEP Development
December	Exits and Monitoring
January	College Forum
February	Job Matching, Job Development, Job Search Tools
March	Skills Panels update
April	Self-employed clients: resources, tracking
May	Economy update with local labor market economist
June	Performance

**Training on Self-sufficiency Calculator will be completed once calculator is updated.

- (d) The Site Operator ensures the operation of WIA Programs and services in all other ways within the parameters established by the WDC and consistent with the operating plan prepared by the current Site Operator in conjunction with WorkSource Lynnwood and/or Everett partners.
- (e) The Site Operator develops WIA-related procedures consistent with WIA, Federal regulations, State provisions, and WDC policies.

- (f) The Site Operator develops a system for monitoring program activity that tracks WIA registrations and outcomes for each partner. The Site Operator monitors WIA performance for the center, managing any corrective action processes required by the WDC. In general, a corrective action plan will be required for any performance that is a 15% +/- variance from the goal for the quarter. While common measures will be retroactively applied to performance. The Site Operator will work with the WDC on implementation of common measures. The Site Operator communicates with the WDC and its staff to report WIA performance and enhancements to the WorkSource system.
- (g) The Site Operator maintains centralized hard copy files of WIA job registrant records which partners can access as appropriate and allowable in a manner consistent with WDC parameters.
- (h) The Site Operator is required to have a Data Sharing Contract in place prior to having access to SKIES. The Site Operator agrees to adhere to the Washington State Employment Security Department security policies as it relates to access of confidential information in SKIES. Each agent representing the Contractor in SKIES must meet the WDC's requirements which include SKIES system training, Labor Exchange training and O*NET training. A signed Data Sharing Agreement (Exhibit A) for each agent must be on file with the WDC. The contractor must also enforce all security policies and address and report any violations to the WDC for proper action.
- (i) The Site Operator maintains high quality administrative, fiscal, and personnel systems for WIA funds consistent with generally accepted principles and government requirements as appropriate to these responsibilities.

WIA Eligibility Responsibilities

- (a) The Site Operator ensures collection of sufficient information to determine and document eligibility for the WIA I-B Dislocated Worker Program and to determine and document priority for service (including registration of non low-income clients and veterans) under the WIA I-B Adult Program within established WDC parameters.
- (b) The Site Operator determines WIA registrants' eligibility to move from core to intensive services and from intensive to training services and the appropriateness of the proposed services.
- (c) The Site Operator maintains primary WIA participant records for use by partners, monitors, and auditors.

- (d) The Site Operator develops WIA intake processes consistent with statutory and regulatory requirements including the Jobs for Veterans Act, and other regulatory requirements addressing priority services to targeted groups.
- (e) The Site Operator develops WIA intake processes consistent with statutory and regulatory requirements and WDC policies that give priority to registration into training to those individuals seeking training in the industry clusters identified by the WDC for economic development. Guidance on occupations by industry cluster is expected to be complete by July 1, 2006.
- (f) The Site Operator is expected to keep all information and supporting documentation regarding disabilities, medical information or other confidential information kept in a separate location in a secure, protected area separate from the main file.
- (g) The Site Operator is expected to keep all information and supporting documentation for customers opting out of the data sharing agreement or refusing to share social security number kept in a separate location in a secure, protected area as well as follow the Employment Security Department's processes and procedures for clients opting out.
- (h) The Site Operator is expected to manage the Assets for Independence Individual Development Account program, titled Build for Tomorrow. This responsibility will include promoting the program to qualified clients, case managing the clients who are in the program, monitoring their savings, working with clients on other financial literacy issues and assisting clients with asset purchase. Training for case managers will be available and those case managers who will be working with this program are expected to attend.

It is important to note that the incoming Site Operator will assume responsibility for all WIA participant records currently under the jurisdiction of the current Site Operator, including responsibility for maintaining the records of all exited participants as required by statute.

Responsibilities Related to WIA-funded On-the-Job Training/Individualized Placement and Follow-up/Wage Progression

- (a) The Site Operator establishes and maintains a list of providers eligible to provide on-the-job training including determination that threshold criteria are met and that accurate performance data are provided and available consistent with the WIA, Federal regulations, State provisions, and WDC policies.

WIA-funded Registrant Expenses Payment and Training Responsibilities

- (a) The Site Operator manages the obligation, deobligation, and reobligation of WIA funds for registrant and registrant-related work experience, on-the-job training, tuition, books, supplies, supportive and other participant/participant-related expenses for the center.
- (b) The Site Operator establishes and maintains systems to monitor eligibility for and issuance of payment for WIA registrant and registrant-related goods and services within established limits including spending beyond the levels established for intensive and training services for the center.
- (c) The Site Operator issues monthly participant Statement of Account to each participant receiving PTA distributions.
- (d) The Site Operator serves as employer of record for participants in paid work experiences funded by WIA.
- (e) The Site Operator maintains a list of vendors who will accept purchase orders or other authorizations for payment in established forms for the issuance of WIA registrant/registrant-related payments.
- (f) The Site Operator reserves WIA funds for the development of on-the-job training positions to be utilized by the providers of on-the-job training/individualized placement and follow-up/wage progression services consistent with statutory and regulatory requirements and WDC policies.
- (g) The Site Operator reserves WIA funds for short-term classroom training to be utilized by the providers of on-the-job training/individualized placement and follow-up/wage progression services consistent with statutory and regulatory requirements and WDC policies.
- (h) The Site Operator reserves WIA funds for supportive services to be utilized by the providers of on-the-job training/individualized placement and follow-up/wage progression services consistent with statutory and regulatory requirements and WDC policies.
- (i) The Site Operator reviews expenditure of reserved WIA on-the-job training, short-term classroom training, and supportive services funds on a quarterly basis to determine if expenditures are according to plan, taking corrective action as necessary including, but not limited to, transferring unobligated funds from the reserve fund to general Personal Training Account (PTA) fund.

Quality Control/Management Information System Responsibilities of the Site Operator

- (a) The Site Operator reviews information and documentation collected regarding client eligibility for the WIA I-B Adult and Dislocated Worker Program and priority for service, as appropriate (including registration of veterans and non low-income clients), under the WIA I-B Adult and Dislocated Worker Program within established WDC parameters for completeness, accuracy, and internal consistency.
- (b) The Site Operator validates the eligibility determination made for each WIA program and service as required by Federal, State, and local policy.
- (c) The Site Operator enters validated WIA information into the local and state-designated management information system(s).
- (d) The Site Operator conducts WIA data validation and reconciliation processes.
- (e) The Site Operator generates standard and ad hoc WIA reports as needed by itself and partners for the management of center processes and attainment of outcomes.
- (f) The Site Operator maintains individual WIA participant files for use by partners consistent with data sharing and confidentiality requirements.
- (g) The Site Operator makes WIA files available to monitors and auditors as needed.
- (h) The Site Operator maintains all partially completed WIA files, including a record of registration deficiencies and files of individuals found ineligible for program services in conformance with EEO requirements.
- (i) The Site Operator coordinates the documentation collection and report preparation identifying the number of individuals served and outcomes achieved by center partners as a result of the leveraged resources made available by those partners to the center.
- (j) The Site Operator shall assure that the same requirements and restrictions associated with hard copy records will be protected and provided with electronic or computer records.

Each bidder must identify the funds required to fulfill the responsibilities including overseeing the distribution of WIA Title I-B Adult and Dislocated Worker Program funds and distributing funds on behalf of individual participants through Personal Training Accounts. A single bidder for each site will be selected to fulfill these responsibilities in their entirety.

Additionally, each bidder must describe how it will work with existing WorkSource Lynnwood and/or Everett partners to develop an operating plan for Program Year 06, coordinating all existing services for maximum benefit to the job seekers served. Development of the business plan is not required in response to this RFP but will be required of the entity selected through this procurement action. The services to be coordinated in the business plan include:

- (a) Delivery of core and intensive services to include intake, workshops, assessment, access to short-term training classified as an intensive services (no more than 24 hours in duration), and access to PTA funds at the intensive services level.
- (b) Delivery of intensive and training services to include case management, long term financial planning, career guidance and counseling, development of training/employment plans, oversight of training, and job placement with access to PTA funds at the training services level.
- (c) Delivery of individualized job development for participants completing WIA funded training as needed when job search assistance and placement services do not result in participants' entry into unsubsidized employment.
- (d) Delivery of follow-up, job upgrade, upgrade On-the-Job Training, and wage progression support to participants who have exited from a WIA funded program for the mandatory 12 month follow-up period.
- (e) Self-employment/entrepreneurial enterprise outcomes will be accepted as placement outcomes during PY 06, if such activity is identified as the goal of the participants IEP, and training activities support that goal.

All staffing positions supported by WIA I-B dollars for Center positions must have their primary place of work be the WorkSource Center.

The Site Operator and WIA Manager is required to contribute at least 10% of a WIA or non-WIA funded staff position to assist with core services and at least 20% of a WIA or non-WIA funded position to participate in the Business Services Team. Additionally, the successful bidder(s) are required to participate in the Resource Sharing Agreement with the contribution of at least one non-WIA full-time equivalent staff position housed within the WorkSource Center.

Within statutory, regulatory, and policy requirements, the WDC is seeking a WIA Site Operator and Program Manager that will work with the other Center partners to target

scarce training funds to job seekers wishing to become employed in one of the following industry clusters identified for development through the local Blueprint 2010 planning process: *tourism/hospitality; manufacturing, especially aerospace manufacturing; biotech/biomedical devices; business services; building and construction crafts and trades; public services; education; and health care.* The WDC has added the *retail* industry cluster to this list. At least 75% of new participants registered for WIA training services must be entering training in one of these industry clusters. The WDC will provide guidance on sectors and occupations with the start of the next program year. The WDC may adopt additional sectors in the upcoming program year.

SECTION II. INSTRUCTIONS/EVALUATION/TIMELINE

The WDC is deeply committed to assuring continuity of service to individuals who are already participating in WIA funded training. Therefore, each bidder will need to assure that adequate PTA funds are budgeted to **fulfill existing commitments to clients**. The existing client load is expected to be as follows:

Site	Program	Estimated carry-in	Estimated clients in follow-up	Estimated client obligations (PTA and Support Services for PY 06)
Everett	Adult	80	54	\$72,525
Lynnwood		80	69	\$53,025
Everett	Dislocated	225	118	\$160,440
Lynnwood	Worker	105	105	\$78,685

All of these carry in clients will still be enrolled and should have the full provision of core, intensive, training, follow-up and on-the-job training services available to them. Secondly, the bidder should determine the funds needed to fulfill the functions of the WIA Program Manager described above. Thirdly, the bidder must determine the funds available, if any, to offer PTAs to new participants to be registered into WIA in Program Year 06. The annual activity form will ask for your rationale behind the client services included in your budget including the “slots” available for tuition, support services and On-the-job training options for clients.

The provision of WIA funded positions does not preclude the need for continued partner participation from other funding sources to provide for system core and intensive services.

REQUEST FOR PROPOSAL (RFP)

A contractor will be competitively selected based on the scoring of the proposals submitted in response to this RFP. Proposals must be received by the WDC by **9:00 a.m. on June 1, 2006** via email or diskette. Proposals will be evaluated by WDC Board Members and recommendations for awards made to the WDC Board for approval at their June 27, 2006 meeting.

Bidders receiving awards will be required to demonstrate the fiscal and administrative capacity described in Section III., Contractor Qualifications, Responsibilities, Technology/Tracking, and Participant Payments. Continued funding is contingent upon fiscal and administrative qualification, formal certification of WorkSource Lynnwood and/or Everett, and successful contract negotiation. The contract negotiation process will be bound by the best terms originally offered by the bidder in the proposal.

BIDDERS' CONFERENCE

A mandatory Bidders' Conference is scheduled for 1:30 pm to 3:30 pm May 5, 2006 at the Snohomish County Workforce Development Council in the Large Conference Room. An individual authorized to represent the bidder must attend the conference: the WDC will not review proposals from entities that do not have a representative at the conference. While bidders are encouraged to attend in person, a conference call line will be made available. Notice needs to be received by close of business May 4 if a bidder requests to attend via teleconference. Please send a request to Christy Pratt at cpratt@snocowdc.org or call 425.921.3423 to make arrangements. The WDC may, in case of emergency and solely at its discretion, choose to waive the disqualification of a bidder not attending the Bidders' Conference if full explanation and written request by email or facsimile within 48 hours of conference end. Bidders are encouraged to submit questions in advance of the Bidders' Conference.

PROPOSAL SUBMISSION

Each bidder is to prepare its response to this request in the following manner providing accurate, valid, and full disclosure of information. Failure to follow instructions and/or failure to respond to all parts of the RFP may result in a proposal being deemed non-responsive. The WDC will not accept any amendments, revisions, or alterations after the proposal due date unless requested by the WDC.

CONTENT OF RFP PROPOSAL RESPONSE

- The Proposal response should include:
 1. Cover Page for each proposal, each site must be submitted separately (form provided; submit one for WIA Title I-B Adult Program funds and one for your WIA Title I-B Dislocated Worker Program funds).
 2. Narrative responses to Section V., questions I.-VI., in the order presented.
 3. Forms including:
 - ✓ **Monthly Cost Projections** (form provided; submit one for WIA Title I-B Adult Program funds and one for your WIA Title IB Dislocated Worker Program funds)
 - ✓ **Line Item Budget Detail** (form provided; submit one for WIA Title IB Adult Program funds and one for your WIA Title IB Dislocated Worker Program funds. Four should be submitted for each site; one for Dislocated Worker Site Operator, one for Adult Site Operator, one for Dislocated Worker Program Services, one for Adult Program Services.)

- ✓ **Staffing Allocation** (form provided; submit one for WIA Title I-B Adult Program funds and one for your WIA Title I-B Dislocated Worker Program funds; please follow directions provided)
- ✓ **Leveraged Resources** (form provided; submit one for WIA Title I-B Adult Program funds and one for your WIA Title I-B Dislocated Worker Program funds)
- ✓ **Software and Equipment Detail Narrative** (only one form needs to be submitted)
- ✓ **Annual Activity** (form provided; submit one per site)
- ✓ **Program Management and Operation Experience** (only one form needs to be submitted)

4. Letter of Commitment signed by the Director or lead representative of the bidder.

- Each proposal must be submitted as an e-mail attachment and/or on diskette with the exception of the Letter of Commitment. Paper proposal submissions will not be considered. Any proposal or proposal modifications submitted after the close of the solicitation period will not be considered. Proposals submitted as an e-mail attachment are to be submitted to tmiller@snocowdc.org. Proposals submitted on diskette are to be submitted to:

Trina Miller, Procurement Coordinator
 Snohomish County Workforce Development Council
 917 134th Street S.W., Suite B-3
 Everett, Washington 98204

- The Letter of Commitment must be received in the WDC offices on June 1, 2006 by 9 a.m. The letter must be submitted in one envelope and addressed as follows:

Trina Miller, Procurement Coordinator
 Snohomish County Workforce Development Council
 917 134th Street S.W., Suite B-3
 Everett, Washington 98204

- Upon receipt of a proposal, the WDC will open the document(s) to ensure they can be read and then email the bidder of receipt of proposal.
- The responses to questions I-VI. in Section V. single spaced, on numbered 8 ½ inch x 11 inch pages, with font size 11 or larger and submitted as a Microsoft Word document. The responses must be limited to 12 pages. Bidders are encouraged to be complete but concise.
- Any submitted proposal shall remain a valid proposal for one year after the closing date of the RFP

TIMELINE

May 1, 2006	Public Notice.
May 1, 2006	Request for Proposal (RFP) available on WDC Website.
May 5, 2006 1:30-3:30 pm	<u>Mandatory Bidders'</u> Conference Snohomish County Workforce Development Council Large Conference Room 917 134th Street S.W., Suite B-3 Everett, Washington 98204.
June 1, 2006 <u>Must be received by</u> <u>9:00 a.m.</u>	RFP responses are due at Snohomish County Workforce Development Council.
June 1, 2006 <u>Must be received by</u> <u>9:00 a.m.</u>	Letters of Commitment are due at Snohomish County Workforce Development Council.
June 2-9, 2006	Committee reviews and recommends proposals for awarding.
June 27, 2006	Full Board reviews recommendations and approves awards. Bidders notified.
June 30, 2006 <u>Must be received by</u> <u>5:00 p.m.</u>	Documentation of Qualifications is due for any awarded bidders that does not have such documentation on file at the WDC.
July 1, 2006	Contracts begin.

RFP INQUIRIES

- All inquiries related to the RFP are to be submitted electronically. E-mail inquiries should be identified on the e-mail as “Adult and Dislocated Worker Services RFP Inquiry” and sent to: tmiller@snocowdc.org.
- Written questions received before 5:00 p.m., May 25, 2006 will be responded to within 72 hours by posting in the “Questions and Answers” section at: <http://www.worksourceonline.com/w/rfps.html>.

COST OF PREPARING PROPOSALS

Costs for developing a proposal are solely the responsibility of the bidder. The WDC will not provide reimbursement for such costs.

WITHDRAWALS

A submitted proposal may be withdrawn prior to the proposal due date. A written request to withdraw the proposal must be submitted electronically to: tmiller@snocowdc.org.

CLARIFICATION PROCEDURES

All clarifications or changes to submitted proposals must be in the form of a written addendum and received electronically or on diskette prior to 9:00 am on June 1, 2006.

PUBLIC RECORDS

Applicants are advised that most documents in the possession of WDC are considered public records and subject to disclosure under the State Public Records Law.

EVALUATION PROCESS

Submitted proposals will be briefly reviewed for adherence to timelines and required format by WDC staff. Proposals that meet the guidelines will be passed to the evaluation committee. Proposals that do not meet the guidelines will be returned to the bidder along with an explanation.

An Evaluation Committee will be formed comprised of members of the Program Services Committee and staff representatives from other Workforce Development Areas, who have no fiduciary interest in bidding for programs under the WDC. Evaluation Committee members will review and score proposals according to the criteria and assigned points specified in Evaluation Criteria, Section V. The WDC retains the right to request additional information from any applicant.

The committee members' scores will be calculated. Scores will be used as a guide for discussion and selection of a contractor (if a response does not adequately address the services and outcomes requested, the committee may recommend that no award be made). The contractor will be confirmed and contracts awarded by the WDC's Board. Approval will be contingent upon receipt of the Documentation of Qualifications, described in Section III, below.

A particular bidder may not be recommended for funding regardless of the merits of the proposal submitted if it has a history of contract non-compliance with the Snohomish County Private Industry Council, the WDC, or any other funding source. The bidder(s) may be given a provisional award with the stipulation that special terms and conditions regarding the areas of concern will be a part of the contract.

PROTESTS OF CONTRACT AWARDS

Bidders who have submitted a proposal may protest the award of the contract. The process for protesting the award is as follows:

- Protests must be filed in writing by email, facsimile, or hand delivered to Trina Miller of the Snohomish County Workforce Development Council by close of business on July 5, 2006. All protests are public information after the protest period ends.
- All protests must state the basis for the protest in clear terms and provide an alternative the protester finds acceptable. The basis of the protest must be a violation of a state or federal contracting law, rule, or regulation applicable to the contracting process.
- The WDC will review protests that meet the above conditions.
- During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by the WDC. In the event a protester fails to respond, the protest will be dismissed and no further protest will be accepted relative to this RFP.
- The WDC President will review the protest and issue a written response that is intended as a complete and final answer to the protest.

SECTION III. CONTRACTOR QUALIFICATIONS, RESPONSIBILITIES, TECHNOLOGY/TRACKING, AND PARTICIPANT PAYMENTS

All entities eligible to bid must meet a minimum level of administrative and fiscal capacity in order to contract with WDC. Therefore, all applicants receiving awards must provide Documentation of Qualifications (DOQ) by June 30, 2006. Failure to satisfactorily meet this requirement could result in cancellation of award and failure to contract. This requirement will apply to the contractor and all subcontractors receiving WIA I-B funds as a result of this procurement process. Any bidder that has already met the DOQ requirement and has this documentation on file at the WDC is required to submit an updated DOQ. Any bidder not having a DOQ on file at the WDC may contact tmiller@snocowdc.org for a copy of these requirements.

CONTRACTOR RESPONSIBILITIES

Program success is contingent upon the ability of the contractor to meet the demands of managing and administering all WorkSource Programs, including the WIA Adult and Dislocated Worker Program services, in a dynamic environment. Contracts awarded will be on a cost reimbursement basis with allowable costs limited to those reasonable and necessary for the effective and efficient performance of the contracted services. Partial payment may be withheld for failure to meet contract performance goals or underexpenditure. Please keep in mind that it is the Workforce Development Council's expectation that **all** program services begin on July 1, 2006 and currently any unfilled positions be filled **no later than** September 1, 2006. If these positions are not filled by September 1, then the WDC may choose to compete another RFP process to find an alternative bidder(s). The specific responsibilities of the Site Operator and Program Manager are described above. None of the responsibilities may be subcontracted. Additional general responsibilities of WDC contractors include but are not limited to:

1. Oversight of partner participation and performance,
2. Program operation and fiscal management,
3. Participation in Center Oversight Committee meetings,
4. Signing and adhering to the WorkSource Snohomish County Memorandum of Understanding and the Center Resource Sharing Agreement,
5. Maintenance of "good standing" through participation in core and business services as well as through meeting proportional share requirements,
6. Timely billings,
7. Timely entry of client tracking into SKIES and establishment of files with supporting documentation,
8. Timely reporting of required data/information,
9. Monitoring/evaluation, and

10. Cooperation and coordination with WDC staff in the execution of the contract, bidders should be aware that the WDC is also a partner in the Centers and you will be expected to create a partnership with staff,
11. Cooperation and coordination with other contractors doing related work,
12. Assuring that in all services provided to participants, staff inside the system act as Honest Brokers in the presentation of options and choices to clients.

Those bidders selected for the contract(s) will enter in and participate in negotiation. The purpose of this negotiation is to review the RFP responses for clarification, review the following documents and establish the terms of the contract. The negotiation period will take place from **July 10 to July 28, 2006**. The successful bidders should have the following forms or information complete by July 10, 2006 and should expect to attend any and all contract negotiation meetings during this time. The Monthly Cost Projection form is available at <http://www.worksourceonline.com/w/rfps.html>. The Board gives WDC staff the authority to negotiate contracts and address areas of concern.

- ✓ **Monthly Cost Projections** (submit one for WIA Title I-B Adult Program funds and one for your WIA Title I-B Dislocated Worker Program funds. Four should be submitted for each site; one for Dislocated Worker Site Operator, one for Adult Site Operator, one for Dislocated Worker Program Services, one for Adult Program Services.)
- ✓ **Center Partner Goals**
- ✓ **Plan for recruitment of new partners to center**
- ✓ **Inventory of WIA equipment** that includes location, purpose, current use, etc.
- ✓ **Plan for implementation of the Assets for Independence Individual Development Account program**

TECHNOLOGY/TRACKING

Specific WIA tracking is managed through the SKIES statewide management information system and the Washington Member System (WMS) which will track core service activity. It is a fundamental expectation that the successful bidder(s) use the WMS system to track core services and capture as much data as possible. The contractor will be expected to promote and encourage the use of this system as well as train staff on its use. Additionally, the WDC has embraced the statewide Tour of Services and expects the bidder(s) to promote the use of this tool and provide staff training/refreshers in this product.

The successful bidder(s) will be required to maintain participant records in SKIES as well as hard copy files for all WIA participants. Hard copy files must also be maintained for any WorkSource customer indicating an interest in training or other ongoing intervention services. Performance will be compared to those numbers stated in the Monthly Activity Projections based on reports run from the SKIES system.

To support these requirements, the contractor must have:

1. Business grade connectivity such as DSL or frame-relay;
2. Individual e-mail accounts that allow for attachments of 10 Megabytes or more for employees doing business with the WDC; and
3. A Windows 2000 or XP Professional workstation capable of running the latest versions of Microsoft Internet Explorer or Firefox web browsers and Anti-Virus Software to provide protection of the network and Workstations.

Costs related to technology may be a part of a bidder's proposal budget and will be reviewed for cost effectiveness and reasonableness.

Additional technology recommendations for meeting these requirements include:

NEW PC Purchases

Pentium 4 3.4 GHz, 1 GB RAM, Floppy Drive, 2.0 USB Ports (8 ports), 80 GB Hard Drive, CD-RW Drive, 10/100/1000 Mb Ethernet, Standard Keyboard, USB Mouse 2-button with wheel, 4 Years on-site warranty, 17" Flat Panel Monitor, MS-Windows XP Pro, MS - Office 2003.

Existing PCs

Intel or AMD 1.0 GHz CPU, 512 MB RAM, Floppy Drive, 2.0 USB Ports (2 ports), 20 GB Hard Drive, CD-R Drive, 10/100 Mb Ethernet, Standard Keyboard, USB Mouse 2-button with wheel, 17" CRT Monitor, MS-Windows 2000 Pro, MS - Office XP or better.

Costs related to technology may be a part of a bidder's proposal budget and will be reviewed for cost effectiveness and reasonableness.

PARTICIPANT PAYMENTS

The WDC will not be providing centralized participant payments for tuition, On-the-Job Training employer reimbursements, work experiences wages, or supportive services (including books and supplies). The bidder(s) must establish systems to ensure compliance with WIA, associated regulations, Washington State Provisions, and WDC policy as well as applicable Department of Labor and Industries regulations.

SECTION IV. PROGRAM SPECIFICATIONS

STRATEGIC PLAN GOALS

SKILLS GAP

Goal 1: To close the gap between the need of employers for skilled workers and the supply of Snohomish County residents prepared to meet that need.

INCUMBENT AND DISLOCATED WORKER TRAINING

Goal 2: To enable workers to make smooth transitions so that they and their employers may fully benefit from the new, changing economy by putting in place a coherent strategy for dislocated and incumbent worker training.

WAGE PROGRESSION FOR LOW-INCOME WORKERS

Goal 3: To assist disadvantaged youth, persons with disabilities, new labor market entrants, recent immigrants, and other low-wage workers to move up the job ladder during their lifetimes by developing a wage progression strategy for low-income workers. Specific progress will be made in improving operating agencies and reducing the earnings gap facing people of color, people with disabilities, and women.

FACILITATE INTEGRATION OF WORKFORCE DEVELOPMENT PROGRAMS

Goal 4: To integrate workforce development programs to improve customer service.

TARGET POPULATION

Note: With the exception of an absolute priority for service to veterans, policies regarding service priority for WIA Title I-B Adult services do not apply to individuals served through the WIA Title I-B Dislocated Worker Program.

Adult Program

Each adult served under this procurement must meet the eligibility criteria outlined in WIA Title I-B Program Management Policies and Procedures Memorandum #01-01A as amended. Income Guidelines may be found in WIA Title I-B Program Management Policies and Procedures #02-02 as amended. Jobs for Veterans Act and Priority for Service Policies and Procedures may be found in WIA Title I-B Program Management Policies and Procedures #03-13. All of these policies are available on the WDC website www.worksourceonline.com.

As noted in these policies, up to 25% of WIA Title I-B Adult Program funds may be used for adults facing serious barriers to employment who are not members of any priority population. Customers registered for intensive or training services that fall into this 25% category must be approved by the WIA Site Operator prior to enrollment in the activity. The WIA Program Manager is responsible for tracking and monitoring the 25% limit.

Snohomish County providers are expected to coordinate WIA support with funding from TANF, WorkFirst, and/or other appropriate programs. Each Contractor will be required to demonstrate a case management process that provides these coordinated services in the business plan in conjunction with its partners.

Dislocated Worker Program

WIA I-B services to dislocated workers will be provided through the core, intensive, and training services model. The definition of a WIA dislocated worker, and specific eligibility criteria are available under WIA Title I-B Program Management Policies and Procedures Memorandum #01-01D as amended and may be found at the WDC website at www.worksourceonline.com. It should be remembered that dislocated workers include **displaced homemakers** who are working and considered underemployed in addition to **military spouses** in particular situations. WIA Title I-B Program Management Policies and Procedures Memorandum #03-13 describes the requirements for giving priority to veterans consistent with the Jobs for Veterans Act. The strategy for this program is the same as with adult services: placement into permanent unsubsidized employment at a self-sufficient wage is the primary goal.

Coordination with Other Programs

A key tenet of WIA is a single system that provides universal access to core services to all individuals 18 years or older. It is envisioned that a variety of programs will use a common intake process, shared case management system, and collaborative employer services model. Services to adults and dislocated workers are to be provided through co-locating, coordinating, and integrating activities and information to create a coherent and accessible system for individuals and employers alike. The Center business plan to be completed with existing partners must demonstrate integration between partners, across programs, and within the WorkSource system. No service delivery provider within the Center may receive WIA adult or dislocated worker funds without a commitment of resources from other funding sources to the service delivery structure of that Center.

KEY PROGRAM COMPONENTS

Under WIA, adult and dislocated worker services must be provided through a three tiered system of service delivery: core, intensive, and training services. All WorkSource clients will be accessing core services. Those who need additional services beyond core services may be eligible to receive intensive services: those unable to obtain employment after three intensive services may be eligible for training. Training services are either offered through customized services that address an industry-based labor need or may be procured on an individual referral basis through the use of a Personal Training Accounts (PTA) for an industry cluster with documented demand. PTAs may be used to pay for tuition, tools, books, supplies, adult work experience (WEX) wages and benefits, and/or supportive services as needed for a participant to achieve her/his employment and self-sufficiency goals. It is an expectation that the Contractor will provide clients with a monthly balance statement of the dollars remaining in their PTA account. It is expected that case managers will work with clients to determine the best use of the dollars available to them but there is to be a focus on customer choice.

Core services are available to the general population without regard to income. Core services consist of:

- Eligibility screening for any program
- Outreach, intake, orientation
- Initial assessment, either self-service or one-on-one
- Job counseling
- Job search and placement assistance
- Labor market information
- Access to job listings
- Translation services
- Training and retraining information
- Information on supportive services
- Information and referral to community resources
- Information on filing for unemployment compensation
- Core Job Hunter modules (offered a minimum of once a month at each Center)
- Follow-up for 12 months for eligible individuals registered into a WIA Title I-B program who received intensive and training activities
- Asset building programs such as Individual Development Accounts and other financial literacy programs

Clients must have electronic access to available core services without regard to WIA program eligibility or a requirement to register into WIA.

Intensive services may not be provided to an adult (18 yrs or older) or a dislocated worker without that individual first having received a core service and having a documented need for

additional assistance in order to become employed. There is no minimum time period required for participation in core services before receiving intensive services funded under WIA Title I-B. The primary determining factor for moving a client from core to intensive or training services should be the need for additional assistance in order to increase the client's successful attainment of employment at the self-sufficiency standard established by the WDC. Significantly staff assisted intensive services require a determination of eligibility for and registration into the relevant WIA program.

There are two categories of adults who may, provided they are otherwise eligible, receive intensive services:

- Adults who are unemployed, have received at least one core service, are unable to obtain employment through core services, and are determined by the Site Operator and Program Manager or a partner to be in need of more intensive services to obtain employment.
- Adults who are employed, have received at least one core service, and are determined by a Center WIA Program Manager or partner to be in need of intensive services to obtain or retain employment that leads to self-sufficiency.

Intensive services consist of all of the following:

- Comprehensive assessment, either for WorkSource generically or for a specific program
- Results Oriented Management and Accountability evaluation of status in multiple life domains
- Individual counseling
- Case management for individuals participating in training
- Group counseling
- Instruction in literacy, adult basic education, GED preparation, English as a Second Language
- Short term (not more than 24 hours in length) pre-vocational counseling and assistance including the development of learning skills, communication skills, interviewing, punctuality, personal maintenance skills and professional conduct
- Short term computer skills training for basic employment competency
- Intensive Job Hunter modules
- Other training modules not categorized as core service
- Out-of-area job search expenses, relocation expenses
- Work experience (WEX)*
- Placement assistance
- Job retention assistance
- Wage progression assistance
- Supportive services
- Work Readiness Credential

- * Please note that while work experience is classified as an intensive service statutorily, work experience wages for a given participant are incorporated into Personal Training Account (PTA) payments at the training level. See WDC policies for more information on the use of PTAs in Snohomish County.

Training services may not be provided to an adult or a dislocated worker unless s/he has received at least three intensive services and has a documentable need for additional services to become employed or to retain employment at the self-sufficiency standard. The case file must document the determination of need and contain an Individual Employment Plan (IEP) plan that outlines a comprehensive assessment and other intensive services needed and received. While there may be many different sources of funding accessed to assist a client with the pursuit of training, individuals must be eligible for WIA dollars to support training and must have access to that training consistent with WDC priority policies as described above. Within the established priorities related to client characteristics, priority shall be given within each tier to individuals who are seeking training in one of the following industry clusters, identified through horizontal strategic planning process, targeted for economic development in Snohomish County: tourism/hospitality; retail; manufacturing, especially aerospace manufacturing; biotech/biomedical devices; business services; building and construction crafts and trades; public services; education; and health care. The WDC will provide a document that clarifies occupations under industry clusters beginning July 1. As noted above, at least 75% of all new participants who enter into training must receive training in one of these industry clusters. It is the responsibility of the successful bidder(s) to ensure that this requirement is met and can be supported through documentation. In any case, WIA funding for training can only be used as the source of last resort where there is no other grant assistance available to pay for training.

Participants being referred to training must have the skills and abilities to complete the selected course of training. The training must be linked to the employment opportunities and documented labor market demand in Snohomish County or in another area to which the participant is willing to commute or relocate.

It is the expectation of the Workforce Development Council that the successful bidder(s) will be an honest broker for training services available and listed on the Eligible Training Provider List. The bidder(s) must freely provide information on the wide variety of training services available in the community to any customers who express an interest in such services. The successful bidder(s) are expected to be impartial and objective brokers of training services in the community.

Training services include:

- Skill upgrading and retraining
- Group and Individual On-the-job training (OJT)
- Occupational skills training of more than 24 hours in length including training for non-traditional employment

- Training that provides workplace training with related instruction which may include cooperative education programs
- Customized training
- Entrepreneurial training
- Job readiness training not described above
- Monthly balance statements to all customers with a PTA

WIA specifically requires that WIA funds be used to support training only when Pell or other grants are not available to pay for the cost of training. In practice, this means that the coordination of training costs between funding programs is required. WorkSource partners are required to assure that no duplication of payment of costs occurs between program sources for individuals eligible for assistance from multiple programs. Partners must consider all available sources of funding, excluding loans, in determining an individual's overall need for WIA funds. Participation in a training program funded under WIA cannot be conditional on applying for or using a loan to help finance training costs. WIA funding for classroom training, OJTs, and support services is generally provided through Personal Training Accounts (PTAs) unless there is a referral to a specific contract-funded customized training offering.

PERSONAL TRAINING ACCOUNTS

The service delivery model presented here is not restricted to WIA participants. The model and its various elements are provided as an overall approach for offering services to all participants accessing WorkSource. The use of an Individual Employment Plan and PTAs are not limited to WIA clients. Since the system is an integrated system, such documents should be used as universal tools for helping each client plot an appropriate course of action to meet her/his needs and identify possible resources to pursue her/his goals.

The WDC's policy for the use of PTAs is provided in WIA Title I-B Program Management Policies and Procedures Memoranda #04-04 and may be found at www.worksourceonline.com. The information provided below does not supplant the published policy.

Personal Training Accounts are utilized to pay for specific client services. Case managers working with a given client in the development of an Individual Employment Plan need to help the individual plan a course of activities which leads toward self-sufficiency. As part of this planning activity, staff need to help in the process of assessing the education, training, and supportive service costs associated with completing the chosen plan to assist with identification of available resources and eligibility processes to access a coordinated package of services. WIA participants are able to choose among various Eligible Training Provider programs, regardless of their classification as a public or private training provider. Emphasis is placed on training

plans that have labor market demand but the Site Operator and Program Manager may approve plans that have defined clear paths to employment, such as a job offer, upon completion of training. WIA Program Managers act as approving agents for Individual Training Accounts proposed by case managers. The Individual Employment Plan and associated PTA planning documents must reflect the combined resources from various funding sources being applied to an individual's plan as well as specific WIA dollars needed to achieve identified goals.

At both the intensive and training levels, PTAs are considered "registrant costs" and are to be paid from the Personal Training Account allocation for each Center.

WIA PTAs have a specific dollar limit at the intensive level (\$300 for a rolling six-months) and a higher limit for individuals in training (\$3,500 for a rolling 12 months). Bidders may propose higher amounts.

Intensive Level PTAs

There is currently a \$300 dollar limit over a six-month period of time for services at the intensive level. Exceptions to time or dollar limits may be granted by request to the WIA Site Operator. The dollar limit for intensive services is not intended to be partnered with the training service allotment in order to increase the overall training limit. Intensive service support is intended for assistance appropriate to the intensive service category either before or after completing training. The six-month time clock is tied to an individual calendar clock associated with the intensive services and any unused available funding within that category "freezes" during participation in training. Since the PTA allotment is renewable at the intensive level after six months and some participants may need more than one allotment of assistance during the course of the Program Year.

Intensive level PTAs may be used cost such as bus tickets, career education classes, safety equipment required for a job, licensing or certification fees, short term employer specific training, relocation assistance, and out of the area job search expenses.

Note: While work experience (WEX) is considered an intensive service, proposed WEX program activity will need significant justification for inclusion in design. Training Level PTA parameters apply to WEX wages and benefits.

Training Level PTAs

The current limit is \$3,500 per personal twelve month calendar. Once established, exceptions on time or dollar limits may be granted by waiver request to the WIA Site Operator.

Training level PTAs may be used to pay for costs such as: classroom training tuition, OJT employer reimbursement, job specific tools and equipment, safety gear, transportation assistance, car repair, food, work related clothing, and child care.

The Site Operator and Program Manager will operate the PTA system. The WDC does not provide participant payroll services for WIA Program Managers. The Contractor is responsible for ensuring compliance with all applicable Federal and State legislation and regulations in their role as employer of record for WEX participants. In addition, the Site Operator and Program Managers are responsible for collecting, processing, and maintaining appropriate time, attendance, and payroll information when issuing WEX payments.

DESCRIPTION OF WIA I-B CLIENT FLOW

The design outlined below is based on building an integrated one-stop system through WorkSource. Intake and Orientation to WIA should not be separate from other services.

Orientation and Access to Core Services: Centers must make a general orientation to the WorkSource system available to all clients. This may be done through various media to enhance accessibility for all clients. Self-service and informational services must be easily accessible and universally available to the public. Core service offerings must be readily accessible. Center services should be presented in terms of functions and available services and not as separate programs.

Eligibility Determination and Registration: There is no determination of eligibility for core services to adults within the WorkSource system. Verification and certification for a specific WorkSource program must be completed as part of determining eligibility for that program prior to accessing services under that program. Specific WIA program participation is further contingent upon documenting need for intensive and training services. The Program Manager must have a system to capture all information necessary to make a determination of eligibility for WIA services and register eligible applicants into the appropriate WIA program(s) consistent with WDC policy.

Assessment: Registration is not required for access to self-service and information core services. Only services requiring significant staff assistance beyond self-service and informational assistance require registration in one or more programs. Not every client will require a staff mediated service. Each individual who requests additional assistance needs to meet with a staff person to discuss available options and needed services. Job referral assistance, including limited screening for a job referral, does not require assessment or registration into the WIA system. Staff mediated service for a job referral does require registration into labor exchange in SKIES. Initial assessment for a participant should take into consideration what the client wants from the system, her /his barriers and needs to

address employment acquisition and the programs or services for which s/he may be eligible. It should be noted that all clients will be expected to complete a brief application for a membership card through which pre-registration core services will be tracked.

Participants who are in need of more comprehensive services must receive an in-depth objective assessment of their academic and employment skills as well as their barriers to employment and supportive service needs. This will include assessing participant skills on pre-established scales in each of the following life domains: Career Resiliency/Training, Family/Childcare, Education including English as a Second Language, Employment Stability, Housing, Income, Legal, Physical Health, Substance Use, and Transportation. The scales to be used were created by the Snohomish County Self-Sufficiency Task Force which is comprised of human service providers working in collaboration to create a common assessment and measurement methodology. The WDC has provided the Self-Sufficiency Matrix to be used for assessing all applicants for WIA services as well as for establishing whether an individual does or does not meet the WIA Title I-B Adult Exception Assessment criteria. The Income scale will be completed based on each individual's score on the Snohomish County Self-Sufficiency Calculator. The Calculator is expected to be updated with new data by September of 2006. The successful bidder(s) will be required to record the results of the in-depth assessment in the statewide management information system, Services, Knowledge and Information Exchange System (SKIES). The WDC will provide training in use of the assessment tool, the calculator, and SKIES. The goal of assessment is to assist the individual with making informed choices and creating an Individual Employment Plan that leads to self-sufficiency. The scales are very effective for assessing the activities and services needed by a given participant to achieve that end. The in-depth objective assessment should also be revisited with each participant over the course of her/his participation to determine progress and movement toward self-sufficiency.

Individual Employment Plan: WIA requires the use of an Individual Employment Plan (IEP) to identify the employment goals, achievement objectives, and appropriate combination of services for the participant to achieve self-sufficiency. Additionally, the WDC requires that any participant requesting training assistance, whether WIA funded or not, be engaged in a conversation with staff that results in an IEP and offers appropriate guidance on available resources and assistance. An individualized written plan of long and short-term goals (that includes educational, employment related and personal support services needed) will be developed for each participant. Programs should use objective assessment information to develop this plan. The plan should be used to track services to be delivered and/or coordinated by the Center and should be regularly reviewed and updated as changes occur. The plan should reflect those coordinated activities with other concurrent services for which the participant may be registered and align with planning agreements associated with those programs. Ideally, cross program case management would result in a single, cross program

agreement for coordinated services to the participant. The WDC provides a common IEP tool to be used at both sites.

Core and Front End Intensive Services: For Program Year 2006, the WDC is requiring that the same bidder be identified for each Center site operation will assume responsibility for delivery of all core and front-end intensive services. The contractor that delivers these services is to have access to PTA funds at the intensive level for the WIA participants served. These services include the core services listed on page 18 and the following front end intensive services:

- ✓ Eligibility
- ✓ Orientation and Access to Core Services
- ✓ Initial Assessment (***please note that during the course of Program Year 2006, this assessment will include use of the Snohomish County Self-Sufficiency Calculator which will be updated***)
- ✓ Initial Individual Employment Plan (IEP) development
- ✓ Registration
- ✓ Coordination of short term (not more than 24 hours in length) pre-vocational counseling and assistance including the development of learning skills, communication skills, interviewing, punctuality, personal maintenance skills and professional conduct
- ✓ Coordination of short term computer skills training for basic employment competency
- ✓ Delivery of Job Hunter modules 7-12: (a) Barrier Removal: “Why Did You Leave Your Last Job?” (b) “Stress and Time Management” (c) “Self-Esteem: Becoming the Best Me I Can Be”, (d) “Your Expectations/Your Employer’s Expectations”, (e) “Conflict Management: Is Anybody Listening?”
- ✓ Support Groups and/or Professional Networking Groups
- ✓ Delivery of other training modules not categorized as core service

Ongoing Intensive and Training Services: For Program Year 2006, the WDC is requiring that the same bidder be identified for each Center site operation will assume responsibility for delivery and/or coordination of all ongoing intensive and training services. The contractor that assumes this responsibility for delivery and/or coordination of these services is to have access to PTA funds at the training level through the WIA Program Manager for the WIA participants served. These services include the following ongoing intensive and training services:

- ✓ Comprehensive assessment, either for WorkSource generically or for a specific program (***please note that during the course of Program Year 2006, this assessment will include use of the Snohomish County Self-Sufficiency Calculator which will be updated***)
- ✓ Individual counseling, including career counseling
- ✓ Ongoing Individual Employment Plan development

- ✓ Case management for individuals participating in training
- ✓ Access to instruction in literacy, adult basic education, GED preparation, English as a Second Language
- ✓ Out-of-area job search expenses, relocation expenses
- ✓ Work experience
- ✓ Job search and placement assistance including assistance for special target group populations with unique needs including, but not limited to: youth, mature workers, people with disabilities, low-income persons, former offenders, individuals with limited English proficiency, and veterans.
- ✓ Access to skill upgrading and retraining
- ✓ Access to occupational skills training, including training for non-traditional employment
- ✓ Access to workplace literacy or literacy training connected to other training
- ✓ Access to customized training
- ✓ Access to entrepreneurial training
- ✓ Access to the *Assets for Independence* Build for Tomorrow program, an individual development account program available to qualified adults.

It should be noted that participants in WorkSource programs frequently qualify for multiple programs and become concurrently enrolled in various categorical funding streams. In general, the WDC anticipates that the program that contributes the greatest funding to the client's plan will take the primary role in cross-program coordination and function as the lead case manager for ongoing client progress contact and tracking.

Standard of Self-Sufficiency: WIA requires a determination that employed adults and dislocated workers need intensive or training services to obtain or retain employment that allows for self-sufficiency as a condition for providing those services. While the Federal guidelines specifically track adult and dislocated worker outcomes against a self-sufficiency standard identified as 100% of the OMB Poverty Level or 70% of the Lower Living Standard Income Level, the WDC has adopted a Snohomish County based definition of self-sufficiency to use as a benchmark for working with clients. (Please note that it is anticipated this standard will change during Program Year 2006.)

Currently, the WDC has established a self-sufficiency threshold of 225% of the OMB Poverty Level relative to family size. The current income guidelines are available at <http://www.worksourceonline.com/w/policies.html>.

Assessment will also include assessing participant skills on pre-established scales in each of the following life domains: Career Resiliency/Training, Family/Childcare, Education including English as a Second Language, Employment Stability, Housing, Income, Legal, Physical Health, Substance Use, and Transportation. In addition, participants should also use the Self-Sufficiency Calculator.

Employer Services: The WDC has developed a comprehensive employer services and marketing strategy which outlines three levels of tiered services to employers (core, intensive and enhanced), a single point of contact business services system, and a cross program team of account executives who work to provide high level enhanced services to employers. It is not necessary within the application to outline how those services will interface with job seeker services in the Center. WIA I-B programs do have specific Federal outcomes: WIA Program Managers will need to address client services related to achieving those outcomes. Bidders can reference the WDC employer services functions as among the services available to assist with meeting placement outcomes.

On-the-Job Training and Job Development: For Program Year 2006, the successful bidder(s) will be responsible for the provision of on-the-job training and job development for participants at each Center.

Follow-up and Wage Progression: Follow-up services for 12 months following exit including job retention and wage progression services are required elements for WIA I-B participants. For Program Year 2006, the successful bidder(s) will be responsible for the provision of 12 month follow-up and wage progression services for participants at each Center however, implementation of common measures may affect the follow up model used.

Additionally, since all partners within WorkSource experience a benefit for their individual programs having unlimited access to the job listings shared with the entire system, it is expected that each partner that utilizes the SKIES system will contribute at least 20% of a WIA or non-WIA funded full-time equivalent position to support employer services through work of the Account Executive Team. These services can be defined as time or as specific activities, but need to be agreed upon by the partners within the Center and reflect a fair and equal contribution by each partner. Partners that are unable to provide this contribution can include a request for a waiver of this position in the application but may, ultimately, be denied access to SKIES.

OUTCOMES

The points of registration into and exit from WIA are key to performance outcomes. Virtually all clients registered for WIA services count toward the following performance measures starting at the point of exit from WIA.

- All who use the Resource Room or Core Services will be registered and use the Washington Management System (WMS) swipe card system.
- All clients receiving significant staff assisted services will be registered into SKIES.

- Clients potentially eligible for WIA or other partner programs will receive an eligibility determination. Clients eligible for other programs will be referred/enrolled in those programs.
- WIA I-B registration will occur at the point where significant staff involvement is provided, the planned intervention of WIA I-B services occurs, and an IEP is implemented using WIA I-B dollars.
- Clients who are eligible, consistent with WDC policies, to receive WIA funded services will be registered in SKIES under WIA.

Successful bidders will emphasize experience managing program outcomes.

For Program Year 2006 common measures are established and will be in use. Local goals for each center will need to be negotiated prior to the start of the contract. The successful bidder(s) must meet these standards once finalized. Common measures will overlap with existing federal measures.

Adult and Dislocated Worker Measures

Entered Employment <i>Participants employed in the first quarter after the exit quarter divided by the number of participants who exit during the quarter</i>
Employment Retention <i>Participants who are employed in both the second and third quarters after the exit quarter divided by the number of participants who exit during the quarter</i>
Average Earnings <i>Of those participants who are employed in the first, second and third quarters after the exit quarter: total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of participants who exit during the quarter.</i>
Credential/Certificate rate <i>Of those participants who received training services: number of participants who were employed in the first quarter after exit and received a credential or certificate by the end of the third quarter after exit divided by the number of adult participants who exit during the quarter.</i>

Actual goals for Program Year 2006 will be available at the time contracts are finalized. These goals will not be any lower than in the past, and very likely will increase. For Program Year 2005 the federal targets are below:

<u>Adult Measures</u>		<u>Dislocated Worker Measures</u>	
Entered Employment	82.8%	Entered Employment	82.9%
Retention	82.9%	Retention	89.5%
Earnings Gain	\$2,920	Earnings Gain	-\$4,750
Employment and Credential	71.0%	Employment and Credential	72.4%

<u>Customer Satisfaction</u>	
Employers	69%
Participants	75%

Additionally, the WDC may establish performance measures for the overall WorkSource system to measure labor market efficiency, utilization of self-service resources, and system integration.

Performance of each partner in the Center and of the Center as a whole will be monitored on a quarterly basis with corrective action requirements for underperformance.

FUNDING/BUDGET GUIDELINES

Funding available under this proposal is limited and a decrease from prior years. The WDC will not be specifying a cost per participant for applicants; however, this will be a consideration in proposal evaluation. Keep in mind that all costs associated with proposed programs and cost per participant should be reasonable in light of available funding. Bidders should consider serving more clients who need intensive services than need WIA-funded training services.

Since the WDC pays Site Operators and Program Managers to manage and oversee all WIA-related activities in the Centers, the WDC has placed limits on overhead costs for direct service delivery contracts to partners. For direct service delivery contracts, the WDC allows **up to 9.5% of salaries of direct services** associated overhead costs for those bidders who have an approved indirect cost rate. Private for profit entities that have direct service delivery contracts are expected to obtain audits of those funds as part of their overhead costs.

This application will result in four distinct contracts and budgets for the Site Operator for managing integrated service delivery and delivery of WIA adult and dislocated worker services for each center. Contracts for each of these funding sources will be executed separately, with billing and performance outcomes tracked distinctly from each other. In general, the site operator contract will include the site operator salary and associated costs as well as client service dollars. In general, the program services contract will include all other staff including direct service, fiscal and MIS.

Given new Department of Labor restrictions on the expenditure of funds, all expenditures will be monitored against plan on a quarterly basis. Underexpenditures will result in recapture and reallocation of funds. It is important to note that funds cannot be carried over from one Program Year to the next. All funds contracted through this procurement that are not spent by the end of Program Year 2006 will be recaptured.

SECTION V. APPLICATION QUESTIONS AND EVALUATION CRITERIA

Please read all of Section IV., Program Specifications, before answering these questions. Concise and clear writing is highly encouraged. In addition, applicants must complete the cover page and other forms that are part of this application package as well as provide a Letter of Commitment. Questions do not need to be answered in a table format. Please see Application Instructions in Section II. Please limit your narrative to **12 pages total**, not including attachments. If you are a current center Site Operator please provide your most recent center appraisal(s). Include any comments from evaluating team.

I. Summary

I. a. Proposal summary: please summarize your proposal in no more than 300 words.	10 points
I. b. If you have operated similar types of centers or programs in the past, did you refine or revise your program design in any way in response to this proposal or your recent experiences?	

II. Site Operation

II. a. There is a transition services office located at WorkSource Everett. This office provides services and technology to aid persons with disabilities in their job search. How do you plan on promoting and integrating this office into your center operation? If you are applying for WorkSource Everett please also detail how you plan to support the operation of this office with core service hours?	20 points
II. b. How will you connect services to those provided at the WorkSource Youth Center? Please give examples of referrals that might be made to the Youth Center.	
II. c. Please describe the offerings to meet the needs of populations with unique needs including, but not limited to, WorkFirst participants, mature workers, people with disabilities, veterans, former offenders, and people with limited English proficiency.	
II. d. Do you agree with the topics selected for the monthly case management training references in WIA eligibility responsibilities on page 9? If not, please describe changes you would make.	

III. Program Services

Please complete the Annual Activity Projections and Outcomes Summary form for the Adult and Dislocated Worker program in the center(s). The questions below will be read and compared with your proposed activity on this form. Keep in mind that the activity you propose is a competitive part of this RFP and will become part of the contracts should you be the successful bidder. Further, your cost per participant rate will be calculated and will be considered as part of the competitive process. During Program Year 2005 the client to direct service staff ratio was 1:65. It is anticipated that this ratio will increase with the advent of non-training enrollments under WIA. Bidders should propose a ratio model that reflects increase non-training client activity.

Core/Intensive	
III. a. Please describe your processes for assisting clients with orientation and access to core services including self service options. How will you ensure that all job seekers receive a thorough orientation to the Center? How will you honest broker the services provided at the Center? How will you ensure that the partners do the same? How will customer choice be encouraged and promoted?	10 points
III. b. As has been noted in this RFP there is an expectation that the successful bidder serve higher numbers of clients who need intensive rather than training services. In addition, common measures have an increased focus on underemployed, working persons. Please share your WIA marketing strategy given the intended focus and limited dollars. Be sure to include planned center offerings that are at times other than Monday to Friday, 8 am to 5 pm.	
III. c. How will you serve clients holistically and comprehensively given the range of services offered by partners and blending WIA and partner services? Consistency of service is value-added to the Center(s) and clients who use those services. Please describe how you case managers in all partners will work from the same plan for each client. How will case managers among partners work together to provide consistent support, follow-through for service plans and referrals, and tracking for individual participants? In addition, knowing that individuals will opt out of data sharing agreements, how will you provide team-based case management for those clients?	
III. d. Please detail your co-enrollment strategy.	
Intensive/Training	
III. e. Workforce Investment Act funds have been cut dramatically in this proposal. As a result dollars for WIA-funded training will be very limited. How do you plan on coordinating dollars from other sources for those clients who need training or re-training to obtain employment?	10 points
III. f. How do you plan to assist those clients who identify self-employment or entrepreneurial activity as their goal? What training activities and services might you refer the client to?	
III. g. The Dislocated Worker mitigation funds will be made available in the fall. What are your plans for those dollars?	
Follow-Up	
III. h. Please describe how you will support a participant until s/he is well on the path to self-sufficiency and the point at which you will exit a participant from WIA funded services. Will your follow-up model differ for intensive-services only clients?	5 points
Work-based Learning Development	
III. i. Given the current economy and reduced funding it is an expectation that more On-the-job training activity occur this program year than tuition payments. In addition, On-the-job training is an often underutilized but effective program within the Snohomish County One-Stop system. How will you promote the use of this program to employers and clients? What plans do you have to provide group on-the-job trainings or customized on-the-job trainings based on industry sector? Do you have any plans for Job Shadows or Work Experiences?	10 points
IV. Operations & Implementation	
IV. a. Is your entity a current WorkSource/One Stop partner? If yes, are you in “good standing?”	15 points

IV. b. The successful bidder(s) is expected to report on full facility outcomes. Please describe how will you identify and report on the outcomes of partner programs?	
IV. c. Please answer how will you evaluate the effectiveness of the program on an ongoing basis? What continuous quality improvement process(es) will you use?	
IV. d. For those positions not currently filled, what is your hiring process? Please keep in mind that it is the WDC's expectation that program services begin on July 1, 2006 and unfilled positions be filled by September 1, 2006. If this requirement is not fulfilled then the WDC may compete another RFP process to find an alternative bidder(s).	

V. Financial and Monitoring

VI. a. Please identify the years and outcomes of A-133 audits conducted of your programs.	10 points
VI. b. Please describe any negative monitoring finds of program under your direction within the past five years as well as the resolution of those findings.	
VI. c. The successful bidder(s) will need to provide monthly Personal Training Account (PTA) balances to all clients who have a PTA established. Please describe how you will provide these balances to all clients in a way that will empower clients to manage their own PTA.	
VI. d. Please describe your experience with and the process you will use for paying and tracking registrant costs that meets WDC requirements for all the following services you propose to offer: work experience wages and benefits, on-the-job training employment reimbursements, tuition, and supportive services costs (including books and supplies.)	

VI. Other Information

VI. a. Please provide any additional information about your organization and/or plan that you believe would be useful to the Program Services Committee, the Executive Committee, or the WDC itself during deliberations, limiting such information to one (1) page. This page is **NOT** included in the 12 pages total you have for responding to the questions.

SECTION VI. FORMS

The following forms are provided for preparation and are to be completed by the bidder:

- Cover Page
- Monthly Cost Projections
- Line Item Budget Detail
- Staffing Allocation
- Leveraged Resources
- Software and Equipment Detail Narrative
- Annual Activity
- Program Management and Operation Experience

SECTION VII. APPENDICES

Exhibit “A”

ESD CONTRACT # _____

**WASHINGTON STATE EMPLOYMENT SECURITY DEPARTMENT
SKIES NOTICE OF NON-DISCLOSURE**

You may be given access to client and/or employer records or information that is deemed private and confidential by statute. You must limit access to such records to that which is necessary to fulfill the requirements of your job. You must only discuss confidential and personal information when necessary to fulfill the requirements of your job. You must maintain an awareness of Employment Security Department guidelines on disclosure of information and if you receive any request for SKIES information, you must promptly refer the request to the state Skies Security Administrator (360-438-4100). After you leave your current position, information obtained during your employment must remain confidential.

You may not make any unauthorized disclosure of private or confidential information about employers, clients/claimants or employees to any person or entity. Confidential information includes but is not limited to employee’s wages or hours, unemployment insurance benefit records, DSHS Division of Child Support “New Hires” data, and tax identification codes of individual employers.

The unauthorized disclosure or abuse of information deemed private and confidential may subject you to disciplinary action, a civil penalty of five thousand dollars and other applicable sanctions under state and federal law.

I have read and understand the above Notice and agree to comply.

Printed Name (user)

(Signature) (Date)

The above individual has been informed of the obligations of the SKIES Data Sharing Contract including any limitations, use or publishing of confidential data.

Printed Name (of SKIES System Access Approver or supervisor)

Signature (Date)

(AN ORIGINAL OF THIS NOTICE MUST BE RETAINED AND AVAILABLE FOR AUDIT)

Exhibit “B”

Snohomish County Workforce Development Council WorkSource Center Certification Process

Centers are required to be certified on an annual basis. For PY 2005, the Certification process will be conducted by the Program Services Committee and WDC staff. Please answer the following questions in a presentation for the Committee and staff in 45 minutes or less. Copies of any handouts, presentations (Power Point or other) and any other applicable written material must be provided to the Committee and WDC staff in accordance with the published timeline.

Services

- List the complete range of services offered in the center. Please include all partners and a complete list of what they offer to customers.
- Describe customer flow through the center, with emphasis on strategies for new customers, youth, individuals with disabilities, veterans, older workers and WorkFirst clients. Specify the referral process and when and how customers learn about available services.
- Describe how services are marketed to customers. Provide examples of flyers or other publications, including hours and extended hours.
- Describe the integration of the system as a whole, how client services, business services and the 2010 Blue Print come together. Discuss program components such as Job Search and assessment and how they are integrated or siloed. Please use specific examples indicating how the system functions as an integrated system.
- Describe how core, intensive and training level services support the 2010 Blue Print.
- Describe how customer choice is used in delivering services.
- Describe the process used for co-enrolling clients between programs, how many clients are currently co-enrolled and with what programs.

Customer Satisfaction/CQI

- Please describe the process used for the most recent Continuous Quality Improvement tool. What goals were identified and how has progress towards those goals been measured?
- Describe the most common issues communicated to staff in the center from customers and what is done to address them. What is the process of addressing complaints or issues that are brought to staff's attention?
- Summarize in detail the customer feedback cards received over the past year and how those concerns have been addressed. Please include number of feedback cards received and detailed results of any other method used to obtain feedback.
- How is your customer service philosophy communicated to new staff and how is that message reinforced?

Leadership

- List all partners who are currently participating in the center. Describe what role each partner fills and what their goal is for this year. Describe how those goals are tracked and reported. Describe how you determine the need for new partners and how they're recruited from the community.
- What is the process for cross training staff about programs, partners and goals, and how often does this occur? Describe in detail how staff are made aware of WorkSource goals and program goals.
- How are your non-Employment Security Department partners' needs being met inside of the Center? How are these needs meeting the non-workforce needs of customers?
- Please describe how fulfilling your role as Site Operator is separated from the role as WorkSource Administrator.