

Request for Proposals Workforce Investment Act Title I-B Adult and Dislocated Worker Site and Program Operation

Section I - Background

In response to rapidly changing economic conditions and the need to streamline services to the business and job candidate customers of the WorkSource Snohomish County system, the Workforce Development Council Snohomish County (WDCSC) is continuing a comprehensive, team-based service delivery model that will assist businesses and job candidates in meeting their goals. The WDCSC will implement this model inside the two comprehensive adult-serving locations and an affiliate location, all of which are part of WorkSource Snohomish County. Those locations are WorkSource Everett, WorkSource Lynnwood and the WorkSource Sky Valley Affiliate location. The WDCSC expects other sites to be proposed by the bidder to increase system access and performance.

The WDCSC is offering interested organizations an opportunity to respond to this Request for Proposals (RFP) to become:

- Program Operator for
 - WorkSource Everett/ WorkSource Sky Valley Affiliate **or**
 - WorkSource Lynnwood **or**
 - all locations
 - **plus** additional associated sites **and/or**
- Site Operator for the adult serving WorkSource Snohomish County system which includes WorkSource Everett, WorkSource Sky Valley Affiliate, and WorkSource Lynnwood plus additional associated sites proposed by the bidder and Program Operator.

The Site and Program Operator(s) are expected to provide services to the entire WorkSource Snohomish County system locations that serve primarily persons over 21 years of age. This RFP is funded with Workforce Investment Act (WIA) Title I-B Adult and Dislocated Worker Program formula and American Recovery and Reinvestment Act of 2009 funds.

All new locations proposed must be certified within 3 months of contract start date. The current WorkSource Snohomish County certification process can be found on the contractor resources page located at <http://www.wdcsc.org/resources/contractors/>.

This RFP does allow for one entity to apply for Program and Site Operation. A bidder or consortium of bidders may apply to be Program and/or Site Operator.

The successful bidder(s) will be an active participant in contributing to the economic prosperity of Snohomish County through a collaborative relationship with the WDCSC. A detailed summary of the updated service delivery model may be found in *Performance Trends and*

System Design Recommendations approved by the WDCSC at <http://www.wdcsc.org/resources/contractors/>. The primary objectives of this model are: 1) to streamline and facilitate more efficient and more directed services for both businesses and job candidates; 2) to create and encourage a team-based environment in the WorkSource Snohomish County centers utilizing as many partner agencies as possible to exceed Federal and State performance targets; and 3) to integrate services to both businesses and job candidates through a cluster-based, demand-driven system, increasing long-term successes for both businesses and job candidates. *Snohomish County 2015: A Blueprint for Education, Workforce, and Economic Development in Snohomish County* provides insight into the cluster based strategy being employed by education, workforce, government, and economic development partners in our county. These partners have committed to working together to attract, retain, and expand businesses in these targeted industry clusters.

Currently, Washington State Employment Security Department (ESD) is the lease holder at both WorkSource Everett and WorkSource Lynnwood. In addition, ESD provides important services at both Centers. It is anticipated that ESD will continue to be an on-site partner and maintain the lease for the Centers. The successful bidder(s) will strive to partner fully with ESD in multiple ways, including integrated budgeting, delivery of core services, and space utilization. The Department of Social and Health Services-Community Service Office (DSHS) is the lease holder at the WorkSource Sky Valley Affiliate site. The successful bidder(s) will need to collaborate with DSHS on the delivery of services at this location and space utilization.

The WDCSC is seeking a Program Operator able to successfully continue the program design recommendations described in *Performance Trends and System Design Recommendations* while exceeding all outcome targets established by the U.S. Department of Labor, the Workforce Training and Education Coordinating Board, Washington State Employment Security Department, and the WDCSC. It is important to note that these outcomes and targets are in a high state of flux, requiring the Program Operator, Site Operator and partners to be able to operate with a great deal of flexibility.

The Site Operator will also be responsible for providing leadership within the WorkSource Snohomish County system around effective use of infrastructure, partnership issues, growth, and delivery of services. The Site Operator is also responsible for overall customer satisfaction and leading certification applications at each site. As Site Operator the successful bidder(s) will manage and oversee any WIA fiscal and management information system (MIS) staff for the WorkSource Snohomish County system. All MIS activity related to the WorkSource system will be conducted in SKIES, the statewide MIS system. Each proposal must include a minimum of one full time staff member completing MIS tasks. Additional points will be given for a service delivery design which incorporates a quality control staff not employed by the agency responsible for eligibility and enrollment tasks. Each Site Operator applicant is encouraged to have a minimum of one full time staff for management responsibilities and one full time staff for fiscal responsibilities.

The WDCSC is seeking a Program and Site Operator(s) that can achieve these goals through strong a committed partnership involving entities with the expertise to fulfill each aspect of the

team-based service delivery model. The WDCSC strongly encourages a diverse mix of partners, including faith-based and community organizations, community colleges, and other entities.

These partners may include a mix of financial and non-financial partners. The WDCSC intends to subcontract separately with each financial partner with the exception of professional services subcontractor(s). It is anticipated that any professional services subcontract(s) will be negotiated between the Program/Site Operator and its professional services subcontractor(s) directly. Subcontracting between agencies for services to be provided in the routine course of work within the WorkSource centers will not be allowed.

It is important to note that all positions associated with direct delivery of business services, including those services delivered by the Business Services Manager and other WIA-funded business services staff will be included in the subcontract awarded to the successful bidder for Program Operation.

As noted above, Program Operator bidders may submit proposals for one or both Centers and associated sites. A bid proposing Site Operation must include services at WorkSource Everett, WorkSource Lynnwood and WorkSource Sky Valley Affiliate. Bidders are encouraged to propose additional sites to increase system access and performance.

Bidders should review the 'WorkSource Framework' application as part of bid preparation. This document can be found at <http://www.wdcsc.org/resources/contractors/>. This document is the application that was submitted to the Washington State Employment Security Department, WorkSource Standards and Integration Division, in response to the procurement opportunity. No funding has yet resulted from this application, however, the concepts and initiatives proposed here are important to consider as part of overall service delivery.

Proposals will be accepted as submitted and no further negotiation will take place except in extenuating circumstances or at the direction of the WDCSC Board. Contracts will begin no later than June 1, 2009 and will initially be 12 months in length, contingent on the availability of funds. Contracts may be renewed for additional years pending successful program and fiscal outcomes. Approval for additional years does require Board approval. Additionally, performance may be renegotiated with each renewal.

Included on the website <http://www.wdcsc.org/resources/contractors/> as part of this RFP are copies of both the Basic Contract and the Specific Terms and Conditions that are part of all WDCSC subcontracts. The successful bidder(s) will be required to agree to these terms. Bidders must also agree to comply with any policies created by the WDCSC and any applicable Federal or State policies, regulations, or laws.

Section II –Questions

Each bidder should submit answers to the Program and Site Operation questions separately.

Program Operator

- 1) Describe your experience with management and operation of WIA or similar programs. Include dates, locations, and references from the relevant state or local workforce investment board(s), however emphasize local experience. (10 points)
- 2) Describe any relevant past performance operating the same or similar program(s). Include dates, locations, and references, if different. (10 points)
- 3) Provide your rationale for the selection of the Center(s) where you are proposing to deliver services. How will you co-enroll participants with the other services at that location? (25 points)
- 4) Provide an overview of your proposed mix of services and how those align with the *Performance Trends and System Design Recommendations*. (50 points)
- 5) Describe each of your partners, whether they are financial or non-financial, and its specific role and expertise in this service delivery plan as well as any resources leveraged by each. (30 points)
- 6) Describe your plan for increasing services to and total number served for job candidate target populations. Include information on proposed new service delivery locations and how those sites will increase system access and performance. (35 points)
- 7) Describe your plan for providing services to businesses that are new, expanding, contracting, or closing and how these services will strengthen the system's performance and credibility with businesses. Include a list of the industry clusters that will receive priority for more intensive services, as well as suggested ways in which these improvements might be measured. (50 points)
- 8) Describe your outreach and marketing plan. (15 points)
- 9) Describe how you propose to integrate core services with ESD. Detail your proposal for linkages and service delivery in the resource room(s). (25 points)
- 10) Provide flow charts for business and job candidate customer services. (20 points)
- 11) Provide detail on your human resources processes including the timeline for hiring and training staff. Include typical time to fill vacant positions. Detail how you ensure that staff are paid competitive salaries and benefits for the human services industry. (10 points)
- 12) Describe how you propose to enter into integrated budgeting with ESD, the Site Operator, and all site partners. (20 points)

300 points possible

Site Operator

- 1) Describe your experience fulfilling the responsibilities of a Site Operator for WIA or similar programs. Include dates, locations, and references from the relevant state or local workforce investment board(s), however emphasize local experience. (40 points)
- 2) Describe any relevant past experience specifically with monitoring system integrity and oversight in a complex and rapidly changing environment with multiple entities. Include a description of any questioned or disallowed costs and their resolution. (25 points)
- 3) Describe your philosophy on maintaining system integrity and oversight. (50 points)
 - a. Will you employ a quality control staff not employed by the agency responsible for eligibility and enrollment tasks? Detail your plan (bonus-10 points)
- 4) Describe your philosophy on creating partnerships and collaborative relationships with a wide range of entities. (20 points)

- 5) Describe your experience with performance outcomes and your philosophy toward working with multiple partners to achieve outcomes. Explain your proposed philosophy towards system oversight and how you will incorporate new WorkSource locations. (35 points)
- 6) Provide detail on your human resources processes including the timeline for hiring and training staff. Include typical time to fill vacant positions. Detail how you ensure that staff are paid competitive salaries and benefits for the human services industry. (10 points)
- 7) Describe the leveraged resources you propose to bring into the WorkSource system. (20 points)

200 points possible plus an optional 10 bonus points

Section III – RFP Process

Interested parties must answer all questions in accordance with the directions below. All documents must be submitted electronically and in hard copy.

Electronic copies should be submitted to Amy Persell at amy.persell@wdcsc.org.

Hard copies, without any special covers or binders on any documents, submitted in the order listed below, with original signature on contact information sheet, in one envelope labeled “Adult and Dislocated Worker paper documents for (insert your lead agency name here)” and addressed as follows:

Amy Persell, Director of Service Delivery
Workforce Development Council Snohomish County
728 134th St SW, Suite 128
Everett, WA 98204

Each response must contain the following:

1. A document that answers the questions in Section II in no more than 12 pages total. 12 pages are allowed for Program Operation and 12 pages are allowed for Site Operation. Documents should be single spaced in 12 point font with 1 inch margins;
2. An Executive Summary of no more than 1 page for Program Operation and 1 page for Site Operation response, single spaced in 12 point font with 1 inch margins; the Executive Summary is not part of the 12 page limit noted in #1;
3. A complete budget package using the Budget Form PY09 forms, found at <http://www.wdcsc.org/resources/contractors/>, separate budget packages must be submitted for Program and Site Operation;
4. Activity projection worksheets found at <http://www.wdcsc.org/resources/contractors/>.
5. A completed contact information sheet found at <http://www.wdcsc.org/resources/contractors/>.

6. A copy of the most recent audit, including management letters, for each entity involved with the proposal;
7. A copy of current liability insurance for all entities requesting funding under this proposal.

Note that any additional items above and beyond this list kept in the WDCSC procurement file but will not be part of the RFP rating committee's deliberations.

The timeline for this RFP process is listed below:

Date	Activity	Other detail
3/9/09	Request for Proposals released	No later than 5 p.m.
3/12/09	Bidders' Conference	-Adult & Dislocated Worker 9 am WDCSC Board Room
4/13/09	Request for Proposal Responses due to WDCSC	No later than 5 p.m.
4/15/09-4/17/09	Presentations by bidders	
4/20/09-4/24/09	Responses are rated by Review Committee(s)	
4/27/09-5/1/09	Review Committee(s) meet to make final recommendations	
5/7/09	Recommended proposals (Adult and Dislocated Worker) are presented at Service Delivery Committee	8 am
5/19/09	Recommended bids are forwarded for approval	Board Meeting; 7:30 am
5/20/09	Letters of intent are issued	
5/27/09	Mandatory Contractor Orientation	10 am
6/10/09	Contract exhibits complete	No later than 12 p.m.
6/25/09	Contracts send to contractors for signature	

The Bidder's Conference may be attended in person or via telephone. The telephone number and access code will be posted online at www.wdcsc.org by March 9, 2009. The bidders conference is not mandatory. Bidders not in attendance must submit a letter of intent to bid by March 12, 2009.

Questions are considered public information and will be posted, in their entirety, on the WDCSC website with answers within 48 business hours of receipt. Questions will be accepted by e-mail only and only until 5 p.m. on March 20, 2009. Questions submitted in alternate formats, including phone calls to WDCSC staff or Board Members or after that date will not be answered. All questions and letters of intent should be submitted to Amy Persell at amy.persell@wdcsc.org.

A presentation is required of all entities submitting responsive proposals and will be scheduled between April 15 and 17, 2009 at the WDCSC. The presentation must be no more than 30

minutes in length and will be made to the RFP rating committee of Board members and WDCSC staff. A representative from each separate financial partner and significant non-financial partner included in a collaborative proposal must be present. No more than 3 persons from each applicant/partner may attend the presentation.

Please refer to Exhibit B and C located at <http://www.wdcsc.org/resources/contractors/> for additional contracting details and requirements.

Section IV. Additional Clauses

AWARD PERIOD AND AMOUNT AVAILABLE

This procurement action will award a contract or contracts for Program Year 2009-2010. The total amount available is \$459,661 in Adult funds and \$636,961 in Dislocated Worker funds for Program Operation and \$218,000 in Adult funds and \$307,000 in Dislocated Worker funds for Site Operation. This is an estimate only and is based on Program Year 2008-2009 funds: contract awards will be based upon actual available funding. Funding totals available will be updated as they become available.

Note that a minimum of \$30,000 in Adult funds and \$50,000 in Dislocated Worker funds need to be allocated for participant costs. Participant costs **are to be placed in the Site Operator budget** and are managed by the Site Operator. As of March 5, 2009 there were no participant dollars obligated for the 2009 Program Year. This is certainly subject to change before the start of the contract period and will be updated as information changes.

At its discretion, the WDCSC may extend the length of contracts or negotiate new contracts for the continuation of services based on performance review and continuity of services considerations.

There is an expectation that applicants will leverage resources in order to meet described outcomes. Leveraged funds may be a dollar match or an in-kind contribution of non-WIA funds that either enhances WIA services or shares the cost of WIA services. Bidders are encouraged to use leveraged resources or WIA funds to secure an AmeriCorps member from the WDCSC AmeriCorps Program to assist with program service delivery. For more information on the WDCSC AmeriCorps Program please contact Julie Houghton at 425.921.3401 or Julie.Houghton@wdcsc.org. Note that bids including an AmeriCorps member will need to show a clear link between the member and enrolled participants. Accepted bids will need to provide a brief summary of this link for inclusion in the contract and will be required to do additional reporting showing this link.

COST OF PREPARING PROPOSALS

Costs for developing a proposal are solely the responsibility of the bidder. The WDCSC 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: amy.persell@wdcsc.org.

CLARIFICATION PROCEDURES

All clarifications or changes to submitted proposals must be in the form of a written addendum and received electronically prior to the proposal due date.

The WDCSC reserves the right to ask for clarification from bidders at the request of the rating committee.

PUBLIC RECORDS

Applicants are advised that most documents in the possession of WDCSC are considered public records and subject to disclosure under the State Public Records Law. RFP proposals are available to the public at the end of the protest period. A request for a copy of a bidder's proposal must be made in writing to amy.persell@wdcsc.org.

EVALUATION PROCESS

An Evaluation Committee will be formed comprised of members of the Workforce Development Council Service Delivery Committee or other interested Board members who have no fiduciary interest in bidding for programs under the WDCSC. Evaluation Committee members will review and score proposals according to the criteria and assigned points specified in Section III. The WDCSC reserves 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 contract will be awarded by the WDCSC's Board, currently scheduled for the May 19 meeting.

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 WDCSC, or any other funding source. The bidder 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 Amy Persell of the Workforce Development Council Snohomish County by 5 pm on June 1, 2009. 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 WDCSC 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 WDCSC. 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 WDCSC CEO will review the protest and issue a written response that is intended as a complete and final answer to the protest. The answer will be issued no later than June 16, 2009.

Section V – Program Specifications

FEDERAL CORE INDICATORS

The successful proposal will emphasize the attainment of WDCSC leading indicators for federal core indicator targets. The following targets have been established to measure program success for Program Year 2008. Selected bidders will be expected to work with the WDCSC to continue developing its system for developing and collecting data on leading indicators to predict performance on these federal core indicators. Actual goals for Program Year 2009 should be available at the time that contracts are finalized. These goals will not be any lower than in the past, and very likely will increase.

Adult Entered Employment Rate	Dislocated Worker Entered Employment Rate
PY 08 Target: 84.8%	PY 08 Target: 87.2%
Adult Retention Rate	Dislocated Worker Retention Rate
PY 08 Target: 86.3%	PY 08 Target: 93.2%
Adult Earnings Average	Dislocated Worker Earnings Average
PY 08 Target: \$12,890	PY 08 Target: \$21,465
Adult Employment and Credential Rate	Dislocated Worker Employment and Credential Rate
PY 08 Target: 74.9%	PY 08 Target: 71.2%

Additionally, Common Measures also apply to Adult and Dislocated Worker programs and must be considered when developing programs in order to insure positive outcomes. It is important that service strategies for these participants be directly linked to performance outcomes within these common measures. For more information regarding Common Measures, go to: <http://www.wa.gov/esd/1stop/> . Applicable Common Measures for adult populations are noted below.

Entered Employment—*of those not employed at the date of participation, the number of*

adults who are employed in the first quarter after the exit quarter divided by the number of adults who exit during the quarter

Retention Rate—*of those who are employed in the first quarter after exit, the number of adults who are employed in both the second and third quarters after the exit quarter divided by the number of adults who exit during the quarter*

Average Earnings—*of those who are employed in the first, second and third quarters after the exit quarter: total earnings in quarter two plus total earnings in quarter three divided by the number of adults who exit during the quarter*

The *Performance Trends and System Design Recommendations* document should be referenced for specific responsibilities of the program and site operators.

MANAGEMENT INFORMATION SYSTEMS (MIS)

All entities awarded a contract will be responsible for the management and oversight of their own Management Information Systems (MIS) for the statewide database, SKIES. SKIES requires a secure password and login and all staff who access SKIES must be trained and approved by the WDCSC. All data that is entered into SKIES must pass a quality control check and must be maintained in accordance with WDCSC policy. Inappropriate use of SKIES and the data that it contains can be penalized by a \$5,000 fine per incident and immediate loss of contract. All entities awarded a contract will also be responsible for administration of the Washington Management System (WMS). This system tracks client visits and other data. All entities awarded a contract must agree to adhere to the WDCSC's policies around MIS, and agree to safeguard all client information as stated in the policies.

All program staff funded as a result of this procurement opportunity must obtain SKIES training by 7/31/09. Several training sessions will be offered by WDCSC staff during the month of July.

STRATEGIC PLAN

Bids should reflect the design and spirit of the goals outlined in the WDCSC draft strategic plan available at <http://www.wdcsc.org/documents/WDCStrategicPlanPublicComment.pdf>. The goals, objectives and strategies on pages 2 and 3 should be carefully considered as bids are prepared.

WORKSOURCE FRAMEWORK

An application has been submitted by the WDCSC and the Washington State Employment Security Department for funds to support overall WorkSource operations. A copy of the application can be found at <http://www.wdcsc.org/resources/contractors/>.