



## **Request for Proposals Workforce Investment Act Title I-B Out of School Youth**

### **Section I – Background**

It is the intent of Workforce Development Council Snohomish County (WDCSC) to provide an equal and open opportunity in the selection of contractors for the provision of workforce development services to out-of-school youth in Snohomish County consistent with its vision, mission, goals, and objectives as articulated in its Strategic and Operations Plans.

The WDCSC's Youth Council has adopted a vision, mission, and goals.

#### **Vision**

The Youth Council envisions a Snohomish County where youth maximize their potential, achieve their aspirations, find fulfilling employment, and become positive pro-active citizens.

#### **Mission**

The Youth Council advocates, educates, and makes funding recommendations to ensure Snohomish County youth are able to develop leadership and employment skills.

#### **Goals**

- Goal 1-Engage Labor and Business
- Goal 2-Align Community Resources
- Goal 3-Advocate for Youth

Within this context, the overall goal for the provision of funds under this procurement is to assist 14-21 year old youth who have dropped out of school and are eligible for services under Title I-B of WIA; measurably enhance their work readiness, occupational, and academic skills; achieve occupational and/or educational credentials; and embark upon a 13<sup>th</sup> year personal and career development plan. Services should be focused on meeting the needs of 14-21 year old youth and designed and delivered within a holistic context that maintains focus on, and is relevant to, career development, educational attainment, and embarking on a life of responsible community involvement. This will be accomplished through the implementation of a variety of youth development strategies that are coordinated with the efforts of secondary and postsecondary educational institutions, WorkSource Snohomish County, and other youth serving agencies throughout the County.

Recently, the Youth Council identified recommendations to consider. A summary of those relevant recommendations is included here.

- Engage labor and business in credit-bearing mentoring projects that also count toward culminating exhibits for high school graduation to provide a larger range of learning

opportunities, including kinesthetic learning opportunities, to youth.

- Provide technical assistance and support to business to increase their knowledge of minor labor laws and reduce barriers to hiring youth.
- Explore and promote opportunities for labor and business to help reengage disengaged youth through work-based learning experiences such as paid work experiences, on-the-job training, and pre-apprenticeship positions that last 6-12 months and increase their likelihood of hiring youth who lack experience.
- Promote the expansion of one-on-one career planning for youth and the development of lifelong portfolios of learning and accomplishments that can help move youth toward their career goals.
- Advocate for holistic youth employment and training programs that incorporate human services to address needs such as transportation and child care.
- Help labor and business keep youth challenged and engage by providing clear expectations and a sense of career advancement.
- Help youth recruit job coaches and mentors.
- Develop and expand “natural partnerships” with entities such as Chambers and service organizations that share these same goals.

The WDCSC Board of Directors seeks to serve both businesses and job seekers through a cluster-based, demand-driven system, increasing long-term successes for both businesses and job seekers. *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 and can be found electronically here <http://www.snocoblueprint.org/>. The WDCSC also supports the Governor’s plan for Washington education and other efforts as described the Washington Learns and The Next Washington. These documents can be found at <http://www.washingtonlearns.wa.gov> and [http://www.governor.wa.gov/priorities/economy/next\\_wa\\_final.pdf](http://www.governor.wa.gov/priorities/economy/next_wa_final.pdf), respectively. In addition, the WDCSC has developed a draft strategic plan that emphasizes the overall focus of the Council, and this document can be found at <http://www.wdcsc.org/documents/WDCStrategicPlanPublicComment.pdf>.

Funds identified for this Request for Proposal (RFP) are from Title I-B of the Workforce Investment Act (WIA). The Snohomish County WDCSC is the administrative entity for these funds.

### BASIC PROGRAM DESIGN

This RFP seeks bidder(s) to provide services to Out-of-School youth. The Workforce Development Council defines out-of-school youth as a young person aged 14 to 21 who is a school dropout. Services for out of school youth depend on the needs, interests and age of the youth. Services for younger out of school youth (ages 14-18) should include returning a youth to a school setting to complete secondary education or a GED, and preparing them for post secondary education and/or employment. Services of older out-of-school youth (ages 19-21) must also guide youth to the completion of secondary education or a GED and then advanced

training or post secondary education and employment. Program design should focus on providing education, job readiness and life skills to youth along with supportive services and incentives for participation.

Recently, a committee of Board Members reviewing aspects of current Youth programs recommended that all youth programs feature entry points for youth in all areas of Snohomish County and options for internships or work experiences or apprenticeships.

If more than one agency/service provider would like to provide service to youth utilizing this funding, the partners must form a consortium and choose one lead agency to be the primary contact for the WDCSC. The WDCSC will enter into contracts with each agency/service provider individually for the portion of services they intend to provide within the consortium.

## **Section II - Questions**

### **1. PROGRAM DESCRIPTION (40 Points)**

- a) Please provide an overview of proposed design, including a description of the target population(s) to be served and how job readiness and life skills to youth along with supportive services and incentives for participation will be provided. Describe how performance targets and outcomes will be met.
- b) Describe educational programming that will insure positive outcomes for numeracy/literacy gains and for attaining degrees/certificates as required with Common Measures. Describe services that promote training or post secondary education and employment.
- c) Describe how labor market information will be disseminated and how career planning will be accomplished (e.g. Career Trees, “Where You Going?” guide, etc).
- d) Describe youth center concept to be provided that will “bridge” the various components of the WorkSource system within Snohomish County. Describe the public transportation systems that serve your location. What partners will be involved in the youth center? What alternative educational services will be available in the center? Will services be available to non-WIA youth at the center?
- e) How will youth in the following areas of Snohomish County be served: Lake Stevens East, Marysville North, South Snohomish County and Casino Road?
- f) 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.

### **2. LIFE DOMAINS AND REQUIRED ELEMENTS (20 Points)**

- a) For each element of the WIA Required Elements, describe specific services to be provided and whether those services will be provided to clients directly with WIA funds, through partnership with another provider with WIA funds or leveraged resources, or through a formal referral process to another agency.
- b) Describe how the bidder will engage in partnerships as necessary to ensure the availability of additional resources and services to meet the individual needs of youth in

each of the following additional life domains identified by the WDCSC's Youth Council as essential to holistic development.

1. Family Situation including relationship and support of family, other adults, and/or neighborhood,
2. Housing
3. Transportation
4. Legal including justice system involvement history
5. Health/Mental Health
6. Treatment including alcohol and drug issues
7. Use of Free Time including constructive use of free time and involvement in the community through leadership/service activities
8. Soft skills necessary for employability including social competencies
9. Attitudes and Behaviors including positive values and identity

3. CAREER DEVELOPMENT AND EMPLOYMENT CONNECTIONS (20 Points)

- a) Describe the work-based learning (such as internships, work experiences or apprenticeships) and other career development opportunities that will be offered to youth.
- b) Describe how employer-defined skills and labor market information will be used to guide career development activities.
- c) Describe linkages with employers for a range of work experiences and unsubsidized employment opportunities.
- d) How will youth be oriented to the WorkSource system?
- e) Describe how this program will be integrated with a cluster-based, demand-driven system as described in both the *Snohomish County 2015: A Blueprint for Education, Workforce and Economic Development in Snohomish County* report as well as the draft WDCSC Strategic Plan.

4. OUTCOMES (20 Points)

- a) Describe past experience and results delivering services in similar projects and/or to similar populations.
- b) Describe how literacy/numeracy gains will be measured and what instruments will be used for appraisal, pre-testing and post-testing.
- c) Describe any additional outcomes that will be part of the proposed program.
- d) How will outcomes, including customer satisfaction, be tracked to insure positive outcomes?

**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](mailto: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 "Out

of School Youth paper documents for (insert your lead agency name here)” and addressed as follows:

Amy Persell, Director of Service Delivery  
 Workforce Development Council Snohomish County  
 728 134<sup>th</sup> 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 10 pages total. Documents should be single spaced in 12 point font with 1 inch margins;
2. An Executive Summary of no more than 1 page, single spaced in 12 point font with 1 inch margins;
3. A complete budget package using the Budget Form PY09 forms, found at <http://www.wdcsc.org/resources/contractors/>;
4. Activity projection worksheets found at <http://www.wdcsc.org/resources/contractors/>. The older and younger youth sheets should be used.
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;
8. If applicable, a copy of any financial partner’s indirect cost rate negotiated with a federal or state cognizant agency.

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
3/23/09	Request for Proposals released	No later than 5 p.m.
3/26/09	Bidders’ Conference	-Youth 10:30 am WDCSC Board Room
4/24/09	Request for Proposal Responses due to WDCSC	No later than 5 p.m.
4/29/09-5/1/09	Presentations by bidders	
5/4/09-5/6/09	Responses are rated by Review Committee(s)	
5/7/09-5/12/09	Review Committee(s) meet to make final recommendations	
5/13/09	Recommended proposals (Youth) are presented at Youth Council	3 pm
5/19/09	Recommended bids are forwarded for	Board Meeting;

	approval	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](http://www.wdcsc.org) by March 23, 2009. The bidders conference is not mandatory. Bidders not in attendance must submit a letter of intent to bid by March 26, 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 April 3, 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](mailto:amy.persell@wdcsc.org).

A presentation is required of all entities submitting responsive proposals and will be scheduled between April 29 and May 1, 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 \$426,919. 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. Existing participants in programs funded in PY08 will require continued services until completion of follow-up services.

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 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](mailto: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](mailto: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](mailto:amy.persell@wdcsc.org).

### EVALUATION PROCESS

An Evaluation Committee will be formed comprised of members of the Workforce Development Council Youth Council 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 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 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 WDCSCSC 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**

### CONTINUED SERVICES

The WDCSC understands that a Request for Proposal process may result in new contractors to provide services. Contractors selected for Program Year 2009 services are expected to continue to provide services to currently enrolled youth program participants.

### YOUTH ELIGIBILITY AND TARGET POPULATIONS

Youth served under this procurement must be eligible for services under Title I-B of WIA. These criteria are that a given youth must:

- 1) be 14-21 years of age, inclusive, at the time of registration,
- 2) be a high school drop out who is not attending any junior/middle or high school (including an alternative school) or any Adult Basic Education (ABE) or General

- Educational Development (GED) instructional program at any secondary school, postsecondary school, or any other educational institution
- 3) be authorized to work in the United States,
  - 4) be in compliance with the Selective Service Act if a male who has reached the age of 18, and
  - 5) have at least one of the following additional characteristics:
    - a) basic skills deficient,
    - b) offender,
    - c) involved in the juvenile justice system,
    - d) pregnant or parenting,
    - e) homeless or runaway,
    - f) foster child on who's behalf state or local government payments are being made,
    - g) having one or more disabilities including learning disabilities,
    - h) personal/family substance abuse,
    - i) gang involved/affiliated/affected,
    - j) lacking affordable housing,
    - k) victim of domestic violence/sexual or child abuse,
    - l) identified social adjustment or mental health issue(s),
    - m) lacking a significant or positive work history,
    - n) migrant family member,
    - o) not at grade parity.

Additionally, at least 95% of the youth registered for services must be low-income as defined by WIA. The WDCSC's policy regarding eligibility and registration can be found at <http://www.wdcsc.org/resources/>.

Within the scope of eligible youth, the following populations have been identified as being appropriate target populations for service delivery:

- 1) Section 8 and Other Public Housing Residents
- 2) Youth in Transitional Housing/Homeless Youth
- 3) Youth in Foster Care
- 4) Justice Involved Youth
- 5) Pregnant and Parenting Teens
- 6) Disabled Youth [See Training Employment and Guidance Letter No. 28-05, Dated May 9, 2006]
- 7) Youth with Limited English Proficiency
- 8) Tribal Youth [See Training Employment and Guidance Letter No. 28-05, Dated May 9, 2006]

The following life domains have been identified by the WDCSC's Youth Council as essential to holistic development:

- 1) Family Situation including relationship and support of family, other adults, and/or neighborhood,
- 2) Housing
- 3) Transportation

- 4) Legal including justice system involvement history
- 5) Health/Mental Health
- 6) Treatment including alcohol and drug issues
- 7) Use of Free Time including constructive use of free time and involvement in the community through leadership/service activities
- 8) Soft skills necessary for employability including social competencies
- 9) Attitudes and Behaviors including positive values and identity

Each successful bidder is expected to utilize WIA funds to provide education and employability services that consider the above life domains. Services should be provided directly or through partnerships with other agencies.

### WORKSOURCE SNOHOMISH COUNTY TARGET GROUP YOUTH CENTER

A bidder should establish partnerships and protocols to meet the needs of all youth it proposes to serve, including those who are members of any of the above target population(s). In addition, all bidders need to participate in the concept of the WorkSource Snohomish County youth center which operates as a developmental "bridge" between school district career development centers, WorkSource Snohomish County self service sites and WorkSource Snohomish County adult serving centers and affiliate sites. The youth center will also serve as a bridge to high school reentry for drop outs who wish to obtain a high school diploma. It should have alternative educational offerings for youth who wish to pursue a GED certificate or other educational alternatives and have articulation protocols with local community colleges.

The successful bidder(s) 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 WDCSC. Please see the "WorkSource Washington Brand Standards and Policy Manual" posted at <http://www.wdcsc.org/resources/policies/general.html>. The selected contractor will work with the WDCSC Communications Liaison on any and all marketing and signage.

Given the transportation challenges inherent in serving youth from all over Snohomish County, the youth center should be located near as many transportation systems as possible.

### REQUIRED ELEMENTS

The following elements, required for all youth programs funded under Title I-B of WIA must be addressed in the applicants' program design. Elements can be made available directly, through consortia partnerships. The primary intent is to provide each youth served with the individual and tailored care needed to address her/his needs and achieve Federal outcomes. If partnering to provide these elements, the applicant must show how it will ensure follow up and the coordination of services.

All youth do not need to receive each of these elements, but each element must be made available in a substantial way to every youth who needs it. Follow up services must be offered to all youth participating in a WIA funded program for at least 12 months following exit. The 10 elements are:

1. tutoring and similar services, including dropout prevention strategies, leading to a high school diploma
2. alternative education services
3. summer employment linked to academic and occupational learning
4. paid and unpaid work experience
5. occupational skill training
6. adult mentoring during program participation
7. leadership development, including community service
8. supportive services
9. comprehensive guidance and counseling, including drug and alcohol abuse
10. follow up services for at least 12 months following exit

### ACADEMIC REQUIREMENTS (RELATED TO ELEMENTS 1-3)

Within these 10 elements, the WDCSC has a strong interest in seeing high school drop outs return to and succeed in an appropriate educational program leading to a secondary credential and embark on a 13<sup>th</sup> year plan. To achieve these goals, services must have a strong emphasis on academic skill gains, including gains in English literacy and mathematics computation skills. All programs must provide academic services to assist in skill gains for the youth served. Recognized assessment instruments (TABE or CASAS) must be utilized to show skill level gains, an increase in the number of credits awarded (for youth who reenter secondary school), and/or mastery of GED tests.

### CAREER DEVELOPMENT AND EMPLOYER CONNECTIONS (RELATED TO ELEMENTS 3-7)

Connections to employers are essential in the creation of a system of providers that can effectively assist in-school youth to become highly skilled and employable. Therefore, applicants are expected to demonstrate meaningful employer connections. These connections should lead to increased placements in employment and postsecondary education as well as meaningful exposure to the world of work with measurable skill increases.

Employment related activities should be developmentally appropriate and help a given youth relate to exploring, selecting, or preparing for a career pathway of interest. They should be increasingly challenging over the course of a given youth's participation and be tied to locally recognized career pathways. Work experiences may include, but are not limited to:

- 1) Employer mentoring
- 2) Exposure to various aspects of industry through job shadows
- 3) Paid work experiences including group experiences, project-based learning, and service learning
- 4) Occupational skill training
- 5) Internships
- 6) Job search assistance, placement, and retention support

### BEST PRACTICES - YOUTH DEVELOPMENT PRINCIPLES (RELATED TO ELEMENTS 6-10)

National research identifies the following additional elements of effective practice. The WDCSC plans to contract with an applicant who incorporates the following principles in the delivery of services to youth.

- 1) Relationships that maintain continuity of contact with caring adults
- 2) Opportunities for leadership and decision-making as well as positive peer support
- 3) Opportunities for meaningful service to others
- 4) Opportunities to connect classroom instruction to real world applications, selection of career pathways, and creation of work products for portfolios
- 5) Follow up support over a sustained period

**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.

<b>Older Youth Entered Employment Rate</b>
PY 08 Target: 72.8%
<b>Older Youth Retention Rate</b>
PY 08 Target: 85.2%
<b>Older Youth Earnings Gain</b>
PY 08 Target: \$3,300
<b>Older Youth Employment and Credential Rate</b>
PY 08 Target: 41.4%

<b>Younger Youth Skill Attainment Rate</b>
PY 08 Target: 88%
<b>Younger Youth Diploma/GED Attainment Rate</b>
PY 08 Target: 54.7%
<b>Younger Youth Retention Rate</b>
PY 08 Target: 66.1%

Additionally, Common Measures also apply to youth programs and must be considered when developing programs in order to insure positive outcomes. It is important that service strategies for youth 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 youth are noted below.

<b>Placement in Employment or Education</b> — <i>The number of participants who are in employment or the military or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter divided by the number of participants who exit during the quarter.</i>
<b>Attainment of a Degree or Certificate</b> — <i>The number of participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the number of participants who exit during the quarter.</i>
<b>Literacy and Numeracy Gains</b> — <i>The number of participants who increase one or more educational levels divided by the number of participants who have completed a year in</i>

*the program (i.e., one year from the date of program participation) **plus** the number of participants who exit before completing a year in the program.*

### 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.

### SPECIAL CLIENT OPPORTUNITIES

From time to time the WDCSC, along with community partners, helps to support special events such as the Construction Carnival or career fairs aimed at youth. It is expected that WIA youth contractors attend these events and make accommodations for transportation for the **majority** of enrolled clients. Reporting on clients in attendance will be required after such events. The WDCSC program manager assigned to each contract will provide information about the events and provide technical assistance as necessary. Bidders are encouraged to budget dollars for such events.