



REQUEST FOR PROPOSAL 2019

WORKFORCE INNOVATION AND OPPORTUNITIES ACT,
ONE STOP EMPLOYMENT CENTER, JOB SEEKER AND
EMPLOYER SERVICES, ADULT, DISLOCATED WORKER,
AND YOUTH PROGRAMS

Northern Rural Training and Employment Consortium (NoRTEC)

A Proud Partner of America's Job Center of California Network

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NoRTEC Is an Equal Opportunity Employer and provider of employment and training programs.

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Required Forms

1. WIOA PY 2020 – 2021 Budget Template, Tabs A2, B2, C2, and D2
2. WIOA PY 2020 – 2021 Participant Template, Tabs A3, B3, C3 and E3
3. Conflict of Interest

SECTION 1: INTRODUCTION

SECTION 1.1 PURPOSE

This Request for Proposals (RFP) seeks proposals from experienced organizations interested in providing Workforce and Innovation and Opportunity Act (WIOA) services to adults, dislocated workers and youth within the eleven (11) county Northern Regional Training and Employment Consortium (NoRTEC) region. The region includes Butte, Tehama, Shasta, Nevada, Lassen, Trinity, Siskiyou, Modoc, Del Norte, Plumas and Sierra Counties. The provision of these services is to be funded by the Workforce Innovation and Opportunity Act (WIOA), Title I, Public Law 113-128.

The successful bidder(s) will be selected based on demonstrated abilities, past performance, innovations in service delivery, strategies for serving the target populations, collaboration and partnerships, and cost effective service delivery. It is important to note that the highest scorer is not necessarily entitled to a contract. NoRTEC expects bidders to propose to provide the following services:

1. Adult Services
2. Dislocated Worker Services
3. Youth Services
4. Business Services

Proposals may be designed to serve single or multiple counties or the full region. The goal is to receive a wide variety of high quality, innovative proposals that meet the workforce development needs of the regional community at large. The entity who is selected to provide services for a particular county must provide the full range of programs and services to Adults, Dislocated Workers, Youth, and Businesses through the One Stop system in that county or counties. The NoRTEC Workforce Development Board will ensure that services are provided equitably in all eleven counties. Successful bidders must negotiate the proposal before the Board will make any final commitment.

The provider selected for each county will also be the presumptive operator for additional workforce development activities if such funding becomes available for their respective county.

SECTION 1.2 CONTRACT TERMS

This RFP covers a contract for a (1) year period from June 30, 2020 through July 1, 2021. Pending performance and available funding, this contract could be renewable on an annual basis through June 30, 2023. Bidders should use the funding estimates below for their proposals. These estimates are solely for the purposes of offering guidance to bidders.

SECTION 1.3 TENTATIVE SCHEDULE OF EVENTS AND PROPOSAL SUBMITTAL

RFP Release Date	September 3, 2019
Respondents Questions and Answers	Posted on www.ncen.org
Bidder's Conference	September 26, 2019
Proposal Deadline	November 1, 2019
Bidder's Interview, If Requested	Week of November 4, 2019
Formal Review of Proposals	November 11, 2019
NoRTEC WDB Approval	January 23, 2020
Contract Negotiations Begin	February 3, 2020
Anticipated Contract Start Date	July 1, 2020

**These dates/times are subject to change*

SECTION 1.4 PROPOSAL SUBMITTALS AND RFP CONTACT

One signed copy of this proposal must be received in the NoRTEC Administrative Office no later than **3:00 p.m. on November 1, 2019**. Proposals must be submitted electronically and e-mailed to Andrea Campos, Director of Program Administration at: acampos@ncen.org.

All proposals must be in PDF format. Proposals in other file formats will not be reviewed. Faxed proposals will not be accepted.

RFP CONTACT

RFP Contact Person and mailing address for questions about the proposal process or technical issues:

Andrea Campos, Director of Program Administration
NoRTEC
525 Wall Street, Chico CA 95928
acampos@ncen.org
(530) 892-9600 x205

SECTION 1.5 ELIGIBLE AGENCIES

Agencies that may apply include: established community-based organizations, post-secondary educational institutions, public agencies, private non-profit agencies/institutions, and private for-profit agencies/institutions. Consortia, joint ventures, or collaboration of organizations with complementary skills and experience are encouraged to apply, but proposals must clearly identify one legal entity as the prime respondent that will hold contracting responsibilities and liabilities. Respondents must also clearly distinguish which partnerships represented in a response are subcontracts and which are non-financial collaborations.

Successful bidders must demonstrate service delivery capabilities to provide effective services to adults, youth and dislocated workers that reside in the NoRTEC 11-county region. Any proposer with whom the NoRTEC Workforce Development Board (WDB) executes a contract for the provision of the services described in this Request for Proposals shall be a sub-recipient pursuant to applicable federal laws and regulations and shall be required to comply with 2 CFR Part 200, as well as the Workforce Innovation and Opportunity Act and all other applicable federal and state laws and regulations. Proposers must also ensure they offer services for the entire program year (July 1, 2020 through June 30, 2021).

SECTION 1.6 BIDDER'S CONFERENCE

NoRTEC will provide a Bidder's Conference to present the RFP requirements and address questions. All questions posed during the Bidder's Conference will be posted on NoRTEC's website after the conference. Other than this conference, no communication with NoRTEC staff regarding this RFP is allowed. The Bidder's Conference will be held both at the NoRTEC administrative offices at 525 Wall Street, Chico CA and via call-in/conference call.

The conference will be recorded and posted to the RFP website. Questions related to the RFP must be submitted via email to: acamos@ncen.org or asked during the Bidder's Conference. Apart from this meeting, oral questions will not be accepted. Respondents are asked to refrain from directly contacting NoRTEC Workforce Development Board members or NoRTEC staff with questions regarding the RFP. Violation of this requirement may result in disqualification from the bidding process. Written questions to be addressed at the Bidder's conference will be accepted through September 26, 2019.

Written responses to questions received by NoRTEC prior to and during the Bidder's Conference will be posted on the website www.ncen.org on October 4, 2019. Questions received after the Bidder's Conference will be posted on the website as received until October 23, 2019. Proposers should continually review the website for responses to questions. NoRTEC reserves the right to consolidate or group questions to streamline the response process. Registration to attend the Bidder's Conference either in-person or via conference call is required and can be made by contacting Andrea Campos at acamos@ncen.org. NoRTEC will then provide the call-in number and additional information.

SECTION 1.7 ESTIMATED WIOA FUNDING

Funding for each program year is determined by the US Department of Labor based on an established formula for WIOA State Formula Funds awarded to States by no later than June of each year. For planning purposes, the respondent to this RFP should understand that \$6,554,269 level of funding for the program year 2019/2020 is in combined Adult, Dislocated Worker and Rapid Response funds and approximately \$2,170,880 per year in Youth Funds for the entire region. See page 4 for an estimation of funding available for each county.

Program Year 2020 amounts are subject to change, based upon the actual amount allocated to the region and available carry-over funds. It is understood that funds will fluctuate from year-to-year. The contract agreement may be modified to increase or decrease funding as needed to reflect actual federal funds received during the contract period. The successful sub-recipient will

be awarded a cost-reimbursement contract with the possibility of a negotiated profit margin for entities who are eligible.

NoRTEC receives funding to provide services using WIOA formula funds *and* special grant funds from public sources. Special grant funding may be added at any time during the period of performance and successful respondents will be required to provide services and work collaboratively with other partners to ensure quality delivery for all special grant programs and initiatives as requested by NoRTEC. Special grants may be specific to a geographic area, population or other defining factor.

The following table demonstrates the estimated funding available by region and program:

Table 1. 2019/2020 WIOA Funding Available for Contracts

PY 2020/2021 PLANNING ALLOCATIONS					
County	Adult	Dislocated Worker	Youth	Rapid Response	TOTAL
Butte	\$670,040	\$551,218	\$761,762	\$50,000	\$2,033,020
Del Norte	\$106,857	\$59,300	\$96,170	\$50,000	\$312,327
Lassen	\$124,025	\$50,708	\$89,006	\$50,000	\$313,739
Modoc	\$42,996	\$38,916	\$39,293	\$50,000	\$171,205
Nevada	\$157,158	\$178,236	\$150,659	\$50,000	\$536,053
Plumas	\$101,119	\$83,222	\$95,302	\$50,000	\$329,643
Shasta	\$488,021	\$394,883	\$490,836	\$50,000	\$1,423,740
Sierra	\$10,271	\$7,918	\$11,071	\$50,000	\$79,260
Siskiyou	\$196,201	\$126,012	\$191,255	\$50,000	\$563,468
Tehama	\$204,345	\$167,118	\$200,372	\$50,000	\$621,835
Trinity	\$47,702	\$27,123	\$45,154	\$50,000	\$169,979

**These amounts may increase or decrease by July 1, 2020 based on availability of formula fund allocation from the California Employment Development Department (EDD) and other special grant program funds. NoRTEC anticipates that full funding allocations (administrative and programmatic funding) will be known on or about the time of the negotiations of contracts in Spring 2020.*

Bidders must follow the application guidelines for each section when submitting applications. Failure to follow any one funding priority application guideline in a combined, multiple funding priority bid, will result in the application being considered non-responsive.

SECTION 2: BACKGROUND

SECTION 2.1 OVERVIEW OF WIOA

WIOA was signed into law by President Barack Obama on July 22, 2014 and took effect on July 1, 2015. WIOA is the legislation that provides funding, guidance and alignment of public workforce development systems across the United States. The intent of WIOA is to equip workers with the skills necessary to meet business needs and to provide businesses with access to the talent pool needed to compete in their local, regional and global economies.

The creation of the One-Stop Career Center Network began in 1992 and is considered the cornerstone of the public workforce system. This network is now branded nationally as the American Job Centers (AJC), and in California as the America's Job Center of CaliforniaSM (AJCC) network. These centers are also described as One-Stop centers. Under WIOA, the AJCC network is measured by their effectiveness, accessibility and continuous improvement as it relates to their ability to achieve performance levels, to integrate services and to meet the workforce development needs of the region.

The WIOA law outlines six (6) key purposes:

1. Increasing access to and opportunities for the employment, education, training and support services individuals need to succeed in the labor market, with particular emphasis on those with barriers to employment;
2. Aligning workforce investment, education, and economic development systems to support a comprehensive, accessible, and high-quality workforce development system;
3. Improving the quality and labor market relevance of workforce investment, education, and economic development efforts to provide individuals with the skills and credentials needed to secure and advance in employment with family-sustaining wages and to provide employers with the skilled workers needed for success in a global economy;
4. Promoting improvements in the structure and delivery of services through the workforce development system to better address the employment and skill needs of workers, jobseekers, and employers;
5. Increasing the prosperity of workers and employers and the economic growth of communities and regions; and
6. Increasing the employment, retention, and earnings of participants and increasing the attainment of recognized postsecondary credentials by participants to improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, and meet the skill requirements of employers to enhance productivity and competitiveness.

The U.S. Department of Labor envisions WIOA as the driver of workforce systems that support strong regional economies and play an active role in community and workforce development. America's Job Centers of California (AJCC) are expected to provide excellent customer service with a focus on continuous improvement, and the needs of businesses and workers will drive workforce solutions.

More information on WIOA is available at the following websites:

- California Employment Development Department: <https://www.edd.ca.gov/>

- California Workforce Association: <https://calworkforce.org/>
- California Workforce Development Board: <https://cwdb.ca.gov/>
- Department of Labor's [Training and Employment Guidance Letter \(TEGL\) No. 04-15 \(Vision for the One Stop Delivery System under the WIOA\)](#):
- [WIOA](#) General Information
- [Seven Job-Driven Elements of WIOA](#)

SECTION 2.2 OVERVIEW OF THE NORTEC WORKFORCE DEVELOPMENT BOARD

The Northern Rural Training and Employment Consortium (NoRTEC) headquartered in Chico, California, administers Workforce Investment and Opportunity Act programs in the eleven Northern California that include Butte, Shasta, Tehama, Modoc, Sierra, Trinity, Del Norte, Siskiyou, Lassen, Plumas, Nevada Counties. Established in 1983, NoRTEC is led by a Governing Board and Workforce Development Board (WDB) that oversee a broad range of programs and initiatives. The WDB includes representatives from small, medium and large businesses, labor organizations, education, economic development, community based organizations and one-stop partners. NoRTEC is a special district formed through a Joint Powers Agreement and has established contracts with nonprofit agencies in eleven counties to ensure job seekers and businesses have access to a comprehensive array of job training and employment services. Additional information about NoRTEC can be obtained at www.ncen.org.

Each Local Workforce Development Area in California is part of a larger regional group of Local Areas, collectively known as a Regional Planning Unit (RPU). NoRTEC's eleven county consortium is both a Workforce Development Board and Regional Planning Unit. Under WIOA, each local area must have at least one comprehensive America's Job Center of California (AJCC) location that provides access to the full range of WIOA employment services, training and education, employer assistance and activities of all the required AJCC partners. The law envisions that local boards will act as the shaper of how One-Stop services are delivered within their Local Area.

NoRTEC functions as a grant recipient and fiscal agent. As an administrative entity, it does not provide any services directly to job seekers or employers—that function is contracted out to service providers throughout the consortium. No programs are operated in-house.

SECTION 2.3 ROLES AND RESPONSIBILITIES OF NORTEC

The Workforce Development Board is responsible for guiding and overseeing the workforce development system across the NoRTEC region with a goal of serving the needs of employers and jobseekers. NoRTEC also has the responsibility to manage and oversee the administration and implementation of WIOA programs and services as well as conduct planning, oversight, and evaluation of the local One-Stop Career Center system. Contracts entered into with WIOA service providers in the Local Area will be contracts with NoRTEC.

The roles and responsibilities of NoRTEC include, but are not limited to, the following:

- Convene the One-Stop delivery system, execute the Memorandum of Understanding with the WIOA System partners and facilitate system integration activities
- Oversee and evaluate the management and operations of all programs funded by NoRTEC
- Allocate and award funds

- Monitor sub-recipient performance, quality of service, cost effectiveness, and report on performance to the Board.
- Develop and provide policies and technical assistance to sub-recipient staff.
- Inform sub-recipients of Federal and State policies, procedures, and rules that may impact the operations of the program(s), and give assistance as needed to implement them accordingly
- Monitor the local participant tracking system (CalJOBS)
- Ensure compliance with all rules, regulations, and procedures issued by all funding sources
- Facilitate the regional and local planning processes
- Provide up to date labor market information

SECTION 2.4 CURRENT NORTEC COMPREHENSIVE AJCC SYSTEM

There are thirteen AJCC Centers throughout the region, and there is at least one center in every county (Butte and Nevada Counties each have two), with a wide variety of involved partners, operational methods, and traffic flow. More information on current AJCC Job Center locations can be found [here](#). All thirteen AJCCs have been designated by NoRTEC as *Comprehensive One-Stop* centers.

A comprehensive AJCC is a physical location where job seekers and employers have access to the programs, services, and activities of all the required AJCC partners in at least one of the following methods: 1) co-location, 2) real-time referrals and 3) via technology (i.e. an online tool, phone call, video call etc.). At comprehensive centers, all job seekers come through the same door and have access to services. Additional outreach may be provided for a particular target group, such as dislocated workers from business closures or other special populations.

The entity who is selected to provide services for a particular county/counties must provide the full range of programs and services to Adults and Dislocated Workers and Youth through the One Stop system. The provider selected will also be required to operate additional workforce development programs through special project funding, if such funding becomes available for their respective county.

NoRTEC also has a priority of service policy in place that gives priority to adults on public assistance and veterans. NoRTEC's WIOA current service providers have an established referral system with other agencies within their communities to leverage resources and meet the needs of their job seeker population.

NoRTEC's excellent performance is largely due to comprehensive services offered through the cooperative efforts of the local and regional partnerships that have been forged. Employer service has also been enhanced because of the centralized, concerted efforts of the One Stop partners to provide a single point of contact for job development, and referral strategies that avoid confusion and eliminate duplication. Employers also have access to job seekers and other business relevant information and assistance through the local One Stop Business Resource Centers.

SECTION 2.5 AJCC CERTIFICATION PROCESS

The Workforce Innovation and Opportunity Act (WIOA) establishes a framework under which local workforce development boards are responsible for maintaining a network of high quality, effective AJCCs (also known as One Stop Centers). Local boards are required to “certify” their AJCCs once every three years. The WIOA regulations outlines three key requirements for AJCC certification: (1) effectiveness of the AJCC; (2) physical and programmatic accessibility for individuals with disabilities; and (3) continuous improvement.

The California Workforce Development Board developed criteria and procedures for local boards to use when certifying AJCCs and set a statewide standard of service delivery that ensures all customers consistently receive a high-quality level of service. There are two levels of AJCC certification—Baseline Certification and Hallmarks of Excellence Certification. The Baseline Certification is intended to ensure that every AJCC is in compliance with key WIOA statutory and regulatory requirements.

All 13 Comprehensive NoRTEC AJCCs received baseline certification and have been evaluated using the Hallmarks of Excellence criteria. The Hallmarks of Excellence Certification process is more in-depth and is intended to encourage continuous improvement by identifying areas where improvement is needed. All existing centers have received rankings of either a “3” or “4” on seven of the eight Hallmark criteria, which reflects the need to increase outreach and coordination efforts with a group of partners that are not under the same immediate pressure to strengthen their partnerships with us as required under the WIOA legislation. More information on the [Hallmark criteria](#) can be found on-line on the NoRTEC Website.

SECTION 2.6 AFFILIATE AND SPECIALIZED LOCATIONS

Affiliate and Specialized sites are locations where partners have provided space in-kind. Specialized AJCCs have a limited number of workshops and informational services; the staff are available onsite on a limited basis (specific hours/days); and they provide one or more computers available for CalJOBS access. Examples of an affiliate location would be a center operated through a partnership with public libraries, community colleges, or other community based organization. Affiliates are locations where AJCC staff deliver presentations or information sessions on an as-needed basis; there are no dedicated staff, partners or technology resources onsite. Respondents may propose Satellite or Affiliate locations as additional access points.

Respondents may propose Affiliate or Specialized locations as additional access points but must include at least one comprehensive AJCC in the proposal. Based on information submitted by proposers, NoRTEC will evaluate and determine how to classify the site (Comprehensive, Affiliate or Specialized).

Information on the Certification Process for Comprehensive AJCCs can be found [here](#). Information on the Certification Process for Affiliate and Specialized AJCCs can be found [here](#).

SECTION 2.7 MANDATORY PARTNERS AND PROGRAM INTEGRATION

WIOA requires that a Memorandum of Understanding (MOU) be developed and executed between the local WDB (NoRTEC) and AJCC partners to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives. The basis of the MOU is to create a local workforce system that is

skill-based and moves AJCC customers through a set of value-added services designed to increase their employability, chances of retaining jobs and opportunities to advance in their careers.

While AJCC network partners may provide services at the brick and mortar locations, partnerships may also be connected through other methods of access such as via technology and referrals. The AJCC service provider is encouraged and may be required to execute additional MOUs with the required partners located within their region. For more information on Memorandum of Understanding expectation, respondents should refer to [EDD Directive Number: WSD16-09 “WIOA Phase II Memorandums of Understanding Comprehensive AJCCs” for more information on cost-sharing.](#)

The following table represents the federally required WIOA partners/programs and the regional organizations that represent each program:

Under WIOA, required One-Stop Delivery System Partners include (Section 121 (b)(1):

- WIOA Title I programs
- Wagner-Peyser programs
- Adult Education and Literacy programs
- Rehabilitation Act programs
- Welfare-to-Work
- Older Americans Act programs
- Perkins postsecondary vocational education activities
- Trade Adjustment Assistance and NAFTA-TAA programs
- Veterans Employment and Training
- Community Service Block Grant employment and training activities
- HUD employment and training activities
- Unemployment compensation programs
- Second Chance Act Programs
- Temporary Assistance for Needy Families (TANF)

Additional Partners – with approval of local board and chief elected official:

- Employment and training programs administered by the SSA
- SNAP and SNAP E&T programs
- Client assistance programs
- National and Community Service state grants
- Other appropriate federal, state or local employment, education and training programs

The current NoRTEC MOUs can be found here: [Link to NoRTEC MOUs](#)

Information on career center visits, WIOA enrollments, expenditure rates and program funding can be found on the NoRTEC website under [Workforce Development Board meeting reports.](#)

SECTION 2.8 CAREER CENTER VISITS AND ACTIVE WIOA ENROLLED CUSTOMERS BY AJCC CENTER FOR 2018-2019.

[NoRTEC 2018 - 2019 Career Center Visits](#)

[NoRTEC 2019 - 2020 WIOA Enrollments](#)

SECTION 2.9 NORTEC'S VISION OF THE AJCC NETWORK

The management of the AJCC network is the shared responsibility of the State EDD, the California Workforce Development Board, the local WDB, core WIOA partners, the AJCC service provider and other required partners. NoRTEC's vision is outlined in the [Strategic Plan](#), [Regional Plan](#) and [Local Plan](#) and subsequent addendum to these Plans ([Regional Modification](#) and [Local Plan Modification](#)). The vision also aligns with that of WIOA and the [California Workforce Development Board's Unified Strategic Plan](#).

This vision can evolve as guidance from the DOL and EDD and our economic and regional conditions continually change. Respondents are encouraged to: A) Review all the documents listed above to align their program design with the vision of system delivery; and B) consider how their program design will remain responsive to future changes in the system whether driven by new guidance or collaboration opportunities.

In past procurement of WIOA service providers, NoRTEC required a physical AJCC in every county within the region. In an effort to encourage innovation, the Board has developed new guiding principles that continues strong provider presence in each county without the requirement of a separate "brick and mortar" entity in each of the eleven counties.

Based on the Workforce Development Board's new guiding principles, NoRTEC is seeking service providers who employ vision, innovation, accountability, and efficient and effective utilization of resources in their workforce development programming with customers. In the interest of establishing a seamless delivery of services for all prospective customers and keeping with both the spirit of the WIOA legislation as it pertains to the participation of all mandatory partner agencies and programs, it is essential that all partners operate in the most effective and integrated manner as possible. However as previously mentioned, it is not necessary that all partner services be physically located at all One-Stop locations.

The Workforce Development Board has adopted a regional strategic vision for service provision, which is based on four guiding principles. The overriding consideration in development of these guiding principles was to achieve the best and most cost-effective service for the greatest number of residents in our region.

Guiding Principle #1 – Greater access to the workforce system

NoRTEC is seeking creative proposals to provide greater and more convenient access to the workforce system for a larger number of participants. Bidders who propose creative solutions to increase access from current levels will receive additional points in the RFP scoring. Examples of creative solutions might include, but are not limited to:

1. Multiple smaller access points versus one large comprehensive employment center.
2. Computer labs or kiosks in libraries where basic career services can be accessed in remote areas.
3. Creative partnerships within the local community to share the cost of space, staffing and other resources.

4. Basic career services provided by partner-paid staff trained by WIOA service provider-paid staff
5. Individual career services and training provided through face-to-face appointments with WIOA AJCC staff in remote areas.
6. Better electronic access to services from remote locations.

Guiding Principle #2 – Greater number of clients enrolled

NoRTEC AJCCs generally have high levels of client traffic with a very small percentage of those visitors enrolled in the WIOA program. Utilize the RFP to increase the numbers of clients enrolled and served by the WIOA program by utilizing metrics that focus on the number of enrollments and a measurement of the average cost of those leaving the program with a positive outcome.

Examples might include, but are not limited to:

1. Increase the number of positive exits in the service area in a given program year, thereby lowering the average cost of a positive exit.
2. Encouraging the enrollment of more job seekers who come into the centers who access basic and limited individual career services.
3. Encouraging a method to capture more job seekers for enrollment into the WIOA that attend local job fairs sponsored or attended by staff from local AJCCs.
4. Develop creative, “outside the box” methods to coordinate with other local agencies to develop strong referral and/or co-enrollment processes to reach more potential job seekers.

Guiding Principle #3 – Lower Overhead expenditures

If allocated funding levels continue to decline, it will be necessary to continue to reduce overhead costs in order to sustain funding for staff to provide services and training to clients. Bidders who proposed creative solutions to spend more money on staff-provided client services and training will receive additional points in the RFP scoring.

To encourage the reduction in overhead costs, the RFP would include:

1. No specific requirement on the number or location of physical sites, so long as every NoRTEC County has access to workforce services (see Guiding Principle #1 and point #4, below).
2. Provisions to maximize competition in the RFP process.
3. Provisions to encourage consolidation or other cost saving measures among existing service providers.
4. Provisions to ensure there will be a bid for effective workforce services in all NoRTEC counties, not just those with the largest available funding allocations.

Guiding Principle #4 – Emphasis on Employer Engagement and Service.

The first goal of NoRTEC’s strategic plan is to increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses. Bidders who propose creative and effective business engagement activities that are fully integrated with client service activities will receive additional points in the RFP scoring.

Examples might include:

1. Participating in on and off-site job fairs, career day events, workshops, seminars and other employment related activities.
2. Utilizing incumbent worker training (See definition of Incumbent Worker Training below) as a means to increase business competitiveness and employee mobility.
3. Structured business outreach plans that ensure that local business are contacted on a regular basis.
4. Outreach and engagement strategies that target regional priority industry sectors.

Incumbent Worker Training - Incumbent worker training usually involves a situation where a local board, like NoRTEC, would work with an employer to provide some type of training to some or all of their workforce that would increase the employer's competitiveness and/or prevent potential employee layoffs. An example might be training the workforce of a particular company to utilize a different type of software or learn a new manufacturing technique.

It is more of a "business service" than a "job seeker" service, but currently employed individuals who receive training usually enjoy an increase in their skill levels that may lead to promotion within the company or provide them with more skills to obtain higher paying employment somewhere else. Offering this type of training benefits workforce development areas like NoRTEC by helping their local businesses stay productive (and competitive) and also gets our foot in the door to help the employer fill entry level positions that open up due to the promotion of current workers (which of course, helps the job seekers who come into our AJCCs looking for work because we now have jobs to place them in). An employer who wished to access this type of additional training would be responsible for at least half of the cost of the training. If, however, they were planning on paying wages to the employees while they were participating in the training, the wages paid could meet the employer share of the cost requirement.

SECTION 3: SCOPE OF WORK

SCOPE OF WORK

For the purposes of this RFP, the scope of work can be broken down into two categories:

1. Adult/Dislocated Worker and Business Services; and
2. Youth Services

SECTION 3.1 ADULT, DISLOCATED WORKER, AND EMPLOYER PROGRAMS

Adult and Dislocated Worker Programs (Job Seeker Services)

Services being solicited under this RFP include a variety of program elements that are required under WIOA with an intent to provide a single access point for individuals seeking employment. While each AJCC should offer services that meet the unique needs of its local community, the requirements of WIOA mandate the following services be made available to job seekers:

Career Services

Career Service provision includes two levels of service:

1. Basic Career Services
2. Individualized Career Services

Basic Career services are considered “universal services” and do not require eligibility determination or enrollment into the WIOA program. For a list of Basic Career Services, review pages 6-7 of NoRTEC’s [WIOA Adult and Dislocated Worker Programs Policy Statement](#).

Individualized Career Services are not considered universal services, and individuals who receive them must be eligible under WIOA and enrolled in the WIOA program as a participant. For a list of Individualized Career Services, review pages 8-9 of NoRTEC’s [WIOA Adult and Dislocated Worker Programs Policy Statement](#).

Training Services

Training Services are not considered universal services, and individuals who receive them must be eligible under WIOA and enrolled in the WIOA program as a participant. Training opportunities may be classroom-based, work-based (earn while you learn), or a combination of both.

For a list of Training Services, review pages 9-10 of NoRTEC’s [WIOA Adult and Dislocated Worker Programs Policy Statement](#).

Rapid Response Services

Rapid Response services are provided to local businesses and communities suffering from permanent business closures and/or layoffs or other disasters (including economic disasters) that result in job dislocation. While this is also listed as a business service under Item 6 below, the primary purpose of rapid response activities is to enable affected workers to return to work as quickly as possible following a layoff or to prevent layoffs altogether.

In addition to contacting employers for information about the closure/layoffs, activities on behalf of job seekers include:

- Assistance with the process for filing for Unemployment Insurance
- Referral of affected workers to the AJCC for assistance with job search and/or retraining
- Referral of affected workers to other appropriate community resources

Employer Programs (Business Services)

Serving the needs of business is a principle focus for WIOA and NoRTEC, as business is a primary customer with the continuing need of recruiting and hiring qualified employees.

In the past, these services have been delivered by an assortment of agencies with little coordination. NoRTEC's vision is a future delivery system that will be highly coordinated to avoid confusion by the business community on the variety of services being offered by a variety of entities. It is expected that successful bidder staff will take on the role of a workforce intermediary and to make sure the needs of local business are understood and subsequently communicate these needs to the broader workforce development system. This will require coordination with other partners that provide services to business, including but not limited to, community colleges, economic development agencies, rehabilitation programs, EDD, TANF, and other community-based organizations in the service area.

Business Services fall into six major categories:

1. **Employer Information and Support Services** - These are staff assisted services designed to educate the employer about and engage them in the local job market/economy and the range of services available through the local One-Stop delivery system. These information services may be provided through a variety of methods including orientation sessions, workshops, or on-site consultations. Services may include, but are not limited to, the provision of information about State and Federal tax credits programs (WOTC); customized information on State, regional, and local labor market conditions; information on local industries and occupations; characteristics of the workforce; business turnover rates; assistance with employee handbooks, customer service training; salary and compensation analysis; posting of job orders; and referral services to other community resources that support an employer's workforce needs.
2. **Workforce Recruitment Assistance** – These are staff assisted services to assist employers to meet their human capital and skilled workforce needs. Services may include, but are not limited to, supporting an employer's search for qualified candidates, including recruitment and pre-screening activities; conducting specialized recruitment efforts; organizing, promoting, and participating in job fairs; and the provision of job and task analysis services.
3. **Strategic Planning and Economic Development** – These are staff assisted activities that promote strategic planning activities incorporating workforce development, business growth, and economic development. Service may include, but are not limited to, participating in community-based strategic planning; sponsoring employer forums;

securing information on industry trends; providing information for the purpose of corporate economic development planning; and partnering in collaborative efforts to identify workforce challenges and the development of strategies to address those challenges.

4. **Accessing Untapped Labor Pools** – These are staff assisted activities that require the collaboration of the public workforce system. Activities include, but are not limited to, specialized outreach to special populations (e.g., veterans, youth, individuals with disabilities, older workers, re-entry population, limited English speakers); industry awareness campaigns; and joint partnerships with high schools, community colleges, and other training programs.
5. **Training Assistance Services** – These are staff assisted activities that assist employers with access to publicly funded employee training activities. Training activities include, but are not limited to, on-the-job training; customized training, and incumbent worker training.
6. **Rapid Response and Downsizing Assistance** – These are staff assisted activities that assist employers that are downsizing or closing their business. Activities include, but are not limited to, incumbent worker training; assisting with a layoff response to employees; assisting with employment issues after a natural or other disaster.

SECTION 3.2 YOUTH PROGRAMS

Integrating Service Delivery Model with the Youth System

Under WIOA, there is an increasing alignment between the Adult and Youth workforce development systems, including the overlap in age groups served (18-24 year olds) and nearly identical performance metrics. In addition, WIOA calls for youth programs that focus on connections between WIOA-funded youth programs and the One-Stop system operated through AJCCs.

The youth system focuses primarily on serving out of Out-of-School Youth¹ (18-24 year olds); however, successful bidders may also provide services to In-School Youth² (14-21 year olds). While both age groups may be served with WIOA Youth funding, the goals of the program are the same—to access high school dropout recovery programs, explore career pathways, assist with understanding local and regional labor markets and job opportunities, improve access to occupational/technical skills training and post-secondary education, and to provide opportunities for paid, work-based learning tied to a systematic approach that offers youth a comprehensive set of service strategies.

¹ See NoRTEC's [Youth Policy Statement](#), pages 1-3, for additional information on Out-of-School Youth.

² Additional information on In-School Youth may be found on page 3 of NoRTEC's [Youth Policy Statement](#).

Youth Services

A fundamental principle of the WIOA youth program is to ensure that every participant engages in an objective assessment of their aptitudes, skills, and abilities. The results of this assessment are then utilized to develop an individual service strategy (ISS) that links to one or more performance indicators as described in Section 116(b)(2)(A)(ii) of WIOA and identifies career pathways that include education and employment goals, appropriate achievement objectives, and outlines the appropriate mix of services to meet the education and employment goals.

The ISS shall outline the appropriate mix of services based upon the 14 Youth Program Elements as outlined in WIOA. Information on these 14 elements and a description may be accessed on pages 9-10 of NoRTEC's [Youth Policy Statement](#). For additional information, access the Employment Development Department's [Workforce Services Directive WSD 17-07](#) and the Department of Labor's [Training and Employment Guidance Letter TEGL 21-16](#).

While all 14 of these program elements must be made available to youth enrolled in the WIOA program, there is no requirement that all elements be provided and/or paid for with WIOA funds. Successful bidders may leverage partner resources to provide some of the elements, but a local agreement must be in place between the successful bidder and partners to ensure the element offered is closely connected and coordinated with the WIOA Youth program.

SECTION 3.2 PROGRAM PERFORMANCE

WIOA establishes primary indicators of performance for all programs (Adult, Dislocated Worker, and Youth). Successful bidders must perform to the levels of performance for each program as negotiated between the State of California and NoRTEC.

Successful bidders are expected to meet or exceed all performance goals in each program. Goals are negotiated between the State of California and NoRTEC and change slightly from year to year. For detailed information on each performance standard, access the Department of Labor's [Training and Employment Guidance Letter TEGL 10-01, Change 1](#).

For reference, following is a list of NoRTEC's negotiated performance goals for PY 2019-2020:

Adult Program

- Employment Rate in the Second Quarter After Exit – 69.5%
- Employment Rate in the Fourth Quarter After Exit – 67.0%
- Median Earnings in the Second Quarter After Exit - \$5,700
- Credential Attainment Within a Year After Exit from the Program – 57.5%
- Measureable Skills Gain – 52.0%

Dislocated Worker Program

- Employment Rate in the Second Quarter After Exit – 72.0%
- Employment Rate in the Fourth Quarter After Exit – 70.0%
- Median Earnings in the Second Quarter After Exit - \$6,900
- Credential Attainment Within a Year After Exit from the Program – 64.0%
- Measureable Skills Gain – 52.0%

Youth Program

- Education and Employment Rate in the Second Quarter After Exit – 66.9%
- Education and Employment Rate in the Fourth Quarter After Exit – 66.9%
- Median Earnings in the Second Quarter After Exit - \$3,900
- Credential Attainment Within a Year After Exit from the Program – 58.0%
- Measureable Skills Gain – 45.0%

Contracts with successful bidders shall contain a provision to reduce or eliminate funding for future periods of minimum performance levels are not obtained.

SECTION 3.3 CONTINUITY OF SERVICE

Successful bidders will be expected to continue services with participants who are enrolled and active at the time WIOA services transition from one service provider to the next. New service providers must assure the original plan of services for the participant will be followed with no interruptions in service to the participant. When a new service provider begins providing services in a particular county within NoRTEC, the costs for the active participants shall be incorporated into the contract negotiation process.

SECTION 3.4 FOR PROFIT

Successful bidders proposing for profit contracts must propose criteria/deliverables for profit and a schedule of payment as part of the budget narrative. Profit margins shall not exceed 10% of the contract.

As profit is not an entitlement by virtue of receipt of a contract or level of expenditure of funds, bidders proposing profit must meet all WIOA performance measures and expenditure requirements (including minimum expenditures on direct training in the Adult and Dislocated Worker programs and the minimum expenditures on work-based learning activities in the Youth program) before payment of profit will be allowed. Criteria for profit will be reviewed and included in the contract negotiation process.

SECTION 4: PROPOSAL FORMAT

Bidders must follow the application guidelines for each section when submitting applications. Failure to follow any one funding priority application guideline in a combined, multiple funding priority bid, will result in the entire application being considered non-responsive.

SECTION 4.1 PROPOSAL REQUIREMENTS

The proposal will consist of the following components:

1. A Cover Page, bearing the original signature of an individual authorized to bind the proposer in a formal agreement, noting:
 - a. The name, address, telephone, and facsimile number of the organization submitting the proposal.
 - b. The name, title, telephone number, and e-mail address of the individual signing the proposal.
 - c. The name, title, telephone number, and e-mail address of the individual to contact regarding the proposal contents (if different from the individual signing the proposal).
 - d. The type of organization (CBO, public or private educational entity, governmental entity or department, private-for-profit entity, etc.).
 - e. The NoRTEC county or counties for which the contractor will provide WIOA programs and services (Adult Job Seekers, Dislocated Worker Job Seekers, Youth Programs, and Employer/Business Services).
2. A Table of Contents noting the sequentially numbered page(s) where each item of the proposal and attachments to the proposal may be found.
3. Adult, Dislocated Worker and Employer Programs
 - a. Program Narrative (Adult and Dislocated Workers, and Employer/Business Services), explained herein.
 - i. Organizational structure and experience
 - ii. Innovations in service delivery
 - iii. Strategies for serving the target population
 - iv. Cost-effective access points, infrastructure and/or transition plan
 - v. Partnership and collaboration
 - b. Completed participant forms for Adults, Dislocated Workers, and Employer/Business Services (see WIOA Participant Template Attachment, tabs A3, B3, and E3), explained herein.
 - c. Completed budget forms and budget narrative for Adults, Dislocated Worker, and Rapid Response Services (see WIOA Budget Template Attachment, tabs A2, B2, and D2), explained herein.
 - d. Flow chart summarizing client flow through the system:
 - i. One for Adult and Dislocated Worker Services
 - ii. One for Employer/Business Services
 - e. A county or regional map showing the location of each proposed Comprehensive AJCC, Affiliate and/or Satellite locations.

4. Youth Programs and Services

- a. Program Narrative (Youth Program), explained herein.
 - i. Organizational structure and experience
 - ii. Innovations in service delivery
 - iii. Strategies for serving the target population
 - iv. Cost-effective access points, infrastructure and/or transition plan
 - v. Partnership and collaboration
- b. Completed participant form (see WIOA Participant Template Attachment, tab C3)
- c. Completed budget form and budget narrative (see WIOA Budget Template, tab C2)
- d. A flow chart summarizing youth client flow through the system.

Proposer Assurances

The individual signing this document on behalf of the proposer certifies to the best of his/her knowledge and belief:

1. The proposer is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.
2. The proposer is aware of the requirements of the ADA, is in compliance with the requirements, and will provide safe and easily accessible locations for your job seeker and employer programs.

These assurances are included on the Cover Page.

SECTION 4.2 ADULT, DISLOCATED WORKER, AND EMPLOYER/BUSINESS SERVICES PROGRAMS

The program narrative will consist of two parts. The first part will be a *Program Plan Narrative* which will address the Proposer's organizational structure, previous experience, and plan for providing services to adults, dislocated workers, and employers in a specific county (counties). A description of your Rapid Response program is also required. The second part will be a *Financial Narrative* which will address the Proposer's financial system and planned budget.

It is assumed NoRTEC and the Proposer both have working knowledge of the Workforce Innovation and Opportunity Act (WIOA). NoRTEC is expecting a brief narrative outlining your plans for providing services to customers through the One Stop Career Center within your County/Counties, within the framework of the Workforce Innovation and Opportunity Act.

SECTION 4.2.1 PROGRAM NARRATIVE

Respondents must address the following sections in the proposal narrative:

Organizational Structure and Experience

- Describe the organizational structure, specifically as it relates to your experience and ability to provide cost effective, high quality WIOA Adult and Dislocated Workers and services for job seekers and employers.
- Describe the qualifications and resumes, including education and training, for all key positions staffed at the proposed AJCC locations and which program they will be dedicated.

- Describe the approach for recruitment, training and support for program staff.
- Attach organizational charts, one showing the leadership of their organization and another indicating how the AJCC(s) will be staffed, including the titles and programs to which staff members will be dedicated. If staff will be split between programs, the % allocation must be clearly represented.

Innovations in Service Delivery

The AJCC operator is required to provide a wide variety of services, that include but are not limited to career, training and follow-up services. Innovation in service delivery is defined by the approach, resources and strategy a respondent brings in implementing each program's required elements.

- Using specific examples, describe the service delivery strategy and how the organization will offer an innovative and/or unique approach to providing the required program services of each separate AJCC program and the anticipated impact of these strategies on the participants, employers and staff.
- Describe the plan to provide continuous improvement in service delivery.
- Describe how you will facilitate the connection between services and NoRTEC priority sectors and in-demand occupations ([2016 NoRTEC Regional Labor Market Profile](#)).
- Describe how the organization will manage the administration of training funding in an efficient and effective way throughout the counties included on their proposal.

Strategies for Serving the Target Population

- Describe the service delivery strategy will be customized and responsive to meet the specific needs of the population in each county/region (i.e. cultural demographics, justice-involved, individuals with disabilities, older workers, pregnant or parenting, those with mental and behavioral health needs and other populations with barriers to employment). Include your proposed outreach and recruitment methods for these populations.
- Describe their plan to seek, track, measure, report, and act upon customers' satisfaction for both job seekers and employers.

Cost-Effective Access Points and Transition Plan

For respondents proposing any changes to the current AJCC location(s):

- Evaluate the location and level of access of current AJCCs and explain how the alternate or additional locations would provide cost-benefits or other benefits to the region and/or county(ies). Respondents are encouraged to form relationships with partner organizations that may co-locate with AJCC staff to reduce the cost-burden of AJCC infrastructure.
- For any new AJCC physical locations, describe the services provided and how they will be provided. In addition, describe proposed partnerships and/or partner co-location.
- Describe the plan to maintain and/or transition the current AJCCs and staff, and/or how to implement additional access points and/or partnerships within the first year of operation. As applicable, include the proposal to provide priority to staff currently employed at the AJCCs and mitigate any gaps in service delivery to customers. This must include a transition plan from the current operator and any expected ramp up time as a

result.

- Describe strategies to increase customers' access to services across their region, particularly the use of electronic or online tools.
- If partners are involved in providing additional access points, respondents must describe potential partners' roles and responsibilities and list specifically what leverage, additional funding and/or in-kind resources they will provide.

Newly selected service providers will be expected to continue services with currently enrolled customers. Respondents wishing to propose a new site for any location must be prepared to conduct a site search to relocate the facility and will be obligated to work cooperatively with NoRTEC on site selection. Respondents may propose models which include a transition of facilities at the end of current lease periods to take advantage of cost-savings or in-kind space. Such proposals must demonstrate cost-savings and other benefits, taking into consideration the cost of moving itself and the need to minimize impact to operations.

Partnership and Collaboration

- Not including the required WIOA MOU AJCC partners, respondents must describe what other meaningful community partnerships their organization will provide that support program goals and bring specific benefits to customers.
- Describe the plan for creating partnerships to offer effective supportive services and maximize impact to customers that will address barriers to employment in their county and/or region.

Program Services Plan and Experience

Discuss your plans and related experience for providing workforce preparation and related services to adult job seekers through the AJCC/One Stop Employment Center.

Please include your plans for:

1. Providing WIOA type programs and services to job seekers, the provision of career and training services, as defined in identified in Section 134 of the Workforce Innovation and Opportunity Act, and related Federal Regulations.
2. Providing Comprehensive Career Services and developing competency-based Individual Employment Plans pursuant to Sections 134 of the Workforce Innovation and Opportunity Act. Include a brief discussion of the qualifications of staff that will be providing these services.
3. Providing Case Management services pursuant to carrying out the requirements in Section 134 of the Workforce Innovation and Opportunity Act.
4. Coordinating service delivery with other community entities and services who meet the partnership requirements for adult programs addressed in Section 121 of the Workforce Innovation and Opportunity Act.
5. Providing Follow-up Services for registered participants placed in unsubsidized employment, as required in the Workforce Innovation and Opportunity Act.
6. Plan for how you will seek, track, measure, report, and act upon customers' satisfaction for job seekers.

7. Is there additional information you would like us to know about your proposed services to Adult and Dislocated Workers? If so, briefly describe them here.

Rapid Response Program

Briefly describe your plan to design and operate a program that will:

1. Assist workers and businesses at risk of layoff or affected by layoff: and
2. Provide additional assistance if special funding is available if there is a significant increase in unemployment in their areas cause by plant closure, downsizing, natural disaster, or “other events.”

Business Services Plan and Experience

Discuss your plans and your related experience for providing a business resource center and business services (fee based and non-fee based) to your local employer community. Include your plans for providing:

1. Describe your outreach and recruitment strategy for employers.
2. Describe how you will develop and implement a business engagement strategy that will target key industry sectors in your region.
3. Describe the performance strategy and metrics for your business services team that are reported to NoRTEC through CalJOBS
4. Describe how the business services team will analyze current labor market trends and assist with the creation of a talent pipeline to meet identified industry demands.
5. Describe your plan to provide the following services (described in Section 3.1)
 - a. Employer Information and Support Services
 - b. Workforce Recruitment Assistance
 - c. Strategic Planning and Economic Development
 - d. Accessing Untapped Labor Pools
 - e. Training Assistance Services
 - f. Rapid Response and Downsizing Assistance

Job Seeker and Employer/Business Services Summaries

On the provided forms, enter total anticipated service utilization for the program year. Include a breakout of the anticipated numbers that will receive certain categories of service (the subsets of the service activities will total to the same or bigger number than the unduplicated total service utilization number).

Adult/Dislocated Worker Job Seekers

On the provided forms, enter the total planned service utilization, and the anticipated number of customers to utilize Career Services and Training Services (see WIOA Participant Template, tab E3).

Business Services Summary

Briefly describe the total planned service utilization, and the anticipated number of customers to utilize some of the specific services offered through your Business Resource Center/Business Services program according to the attached form (Attachment B). *Note: You select the services you want to emphasize, consistent with your employer program plan narrative.*

SECTION 4.2.2 FINANCIAL PLAN NARRATIVE

Accounting and Operational Controls

Briefly describe your organization's current financial accounting system, including your accounting procedures, your internal control procedures, and your procurement procedures. (Do NOT attach financial procedures manuals or other detailed documents—a brief description will suffice.)

Current Audit Status

Send a copy of your most recent audit report and accompanying management letter with this proposal.

If you are currently a contractor with NORTEC, and have already sent this information, note this material has been forwarded under separate cover.

Adult and Dislocated Worker Budget Forms and Budget Narrative (see WIOA Budget Template, tabs A2, B2, and D2)

Please refer to Section 1.7 for estimates of funding available for a particular county, broken out by funding source for Program Year 2020-2021.

A Budget Narrative must accompany the Budget Form. In the accompanying Budget Narrative, provide a brief description of the costs charged to each item on the Budget Form. All costs must be reasonable and necessary. Skip an item only if no costs are charged to this item. *The Budget Narrative should immediately follow the Budget Forms in your proposal package.*

Operating Costs

The total budget amount must equal the estimated funding allocations listed above.

- Wages and Fringe – List by Job Title and FTE (full-time equivalency). *Do not forget to include a job description for each position in the attachments to his proposal.* This line item includes salaries and benefits.
- Advertising – This item includes outreach and dissemination of information. Describe efforts to reach specific target populations, including women in nontraditional occupations and potential employers.
- Audit
- Copying/Printing – *Note: This item includes copying/printing costs associated with participant information/referral material.*
- Dues/Memberships – Provide examples of the types of organizations and associations.
- Equipment (Lease/Purchase/Maintenance) – Include in this item anticipated costs for the lease, purchase, and maintenance of equipment. Include a description of the

- type of equipment that is planned to be purchased or leased, and the estimated cost associated with each item.
- Facility Rental/Maintenance – Include information regarding the cost per square foot per month for each separate facility (e.g., 2,000 square feet x \$1.00/square foot x 12 months).
 - Insurance – Include information regarding the types of insurance (e.g., general liability, Director and Officer’s Insurance, etc.). Do NOT include health or disability insurance in this line item (this information should be included in the description of the personnel charges listed above under wages and fringe).
 - Legal Fees – Please describe any ongoing litigation.
 - Meeting Room Rental
 - Postage
 - Publications/Subscriptions – Provide detail of anticipated publications and subscriptions.
 - Staff Development – Capacity building and continuing education for staff is encouraged. Provide details of the type of activities planned for staff development/continuing education.
 - Staff Travel – Includes travel charges related to staff development.
 - Supplies – This category is for office supplies. Do not include supplies/inventories/ testing materials directly related to participant assessment.
 - Telephone/Communication
 - Utilities
 - Other – Detail any anticipated charges to this category.
 - Planned Carry-Over PY 2021 into 2022 - Explain the rationale for any carry-over funding.

Direct Job Seeker Costs

Detail the amount of planned direct job seeker expenses to be incurred on the budget form. These are out-of-pocket expenses incurred on behalf of an identifiable job seeker that are not already included in personnel, facility or other operating expenses. Provide a description on the Budget Narrative for amounts entered in each of the categories on the budget form, consistent with the Program Narrative section of your proposal.

(Note: NoRTEC is interested in the overall percentage of funding your entity plans to spend on “direct job seeker expenses”. NoRTEC recognizes, however, that amounts in each of the categories (OJT, Tuition, Customized Training, etc.), is only an estimate as the needs of each job seeker are unique and cannot be accurately predicted prior to actual assessment.)

SECTION 4.3: YOUTH PROGRAMS

The program narrative will consist of two parts. The first part will be a *Program Plan Narrative* which will address the Proposer’s organizational structure, previous experience, and plan for providing services to youth in a specific county (counties). The second part will be a *Financial Narrative* which will address the Proposer’s financial system and planned budget.

It is assumed NoRTEC and the Proposer both have working knowledge of the Workforce Innovation and Opportunities Act (WIOA). When addressing each area, do not quote the Workforce Innovation and Opportunity Act and/or corresponding regulations. NoRTEC is expecting a brief narrative outlining your plans for providing services to youth customers through the One Stop Career Center within your County/Countries, within the framework of the Workforce Innovation and Opportunity Act.

PROGRAM PLAN NARRATIVE

Organizational Structure and Experience

- Describe your organizational structure, specifically as it relates to your ability to provide cost effective, high quality WIOA programs and services to youth.
- Describe the qualifications and resumes, including education and training, for all key positions staffed at their proposed AJCC locations and which program they will be dedicated. Also describe the approach for recruitment, training and support program staff.
- Describe your experience providing WIOA type programs and services to youth with barriers to employment. See NoRTEC's [Youth Policy Statement](#) that includes a list of barriers under the items B and C of the "Eligibility for Youth Services" section.
- Describe your experience providing objective assessments and developing Individual Service Strategies pursuant to Sections 129 (c) of the Workforce Innovation and Opportunity Act. Include a brief discussion of the qualifications of staff that will be providing these services.
- Describe your experience conducting programs and services to: (1) place youth in employment and/or education; (2) assist youth with the attainment of a degree or certificate; and (3) assist youth to obtain measureable skills gains.
- Describe your experience providing appropriate supportive services to youth enrolled in the program including the types of services being provided and when/why they are provided.
- Describe your experience coordinating service delivery with other community entities and services whose involvement are essential in meeting the requirements for youth programs outlined in Section 129 of the Workforce Innovation and Opportunity Act.
- Attach organizational charts, one showing the leadership of their organization and another indicating how the AJCC(s) will be staffed, including the titles and programs to which staff members will be dedicated. If staff will be split between programs, the % allocation must be clearly represented.

Innovations in Service Delivery

- Describe the service delivery strategy will be customized and responsive to meet the specific needs of the barrierred population in each county/region.
- Using specific examples, describe the service delivery strategy and how the organization will offer an innovative and/or unique approach to providing the required youth program services.
- Describe strategies to increase youth customers' access to services across their region, particularly the use of electronic or online tools.

Strategies for Serving the Target Population

- Describe the demographics and characteristics of the targeted county(ies)/region to be served and any potential challenges that may arise in engaging and enrolling this population.
- Describe the plan to identify, recruit, and enroll Out of School Youth into the program.
- Describe the youth outreach and recruitment strategy that is responsive to the unique needs of each county and/or region. This strategy includes, but is not limited to, community outreach, social media, events and other activities. Be specific and include what existing resources/strategies will be leveraged to achieve recruitment goals.
- Describe the plan to identify, recruit and enroll In-School-Youth into the program. Include the percentage of youth funding you expect to spend on In-School-Youth in your narrative.

Cost-Effective Access Points and Transition Plan

For respondents proposing any changes to the current AJCC youth program location(s):

- Evaluate the location and level of access of the current AJCC youth program and explain how the alternate or additional locations would provide cost-benefits or other benefits to the region and/or county(ies).
- Describe the plan to maintain and/or transition the current AJCCs youth staff, and/or how to implement additional access points and/or partnerships within the first year of operation. As applicable, include the proposal to provide priority to staff currently employed at the AJCCs and mitigate any gaps in service delivery to customers. This must include a transition plan from the current operator and any expected ramp up time as a result.
- If partners are involved in providing additional access points, respondents must describe potential partners' roles and responsibilities and list specifically what leverage, additional funding and/or in-kind resources they will provide.
- Attach MOUs and/or Letters of Support demonstrating specific partner commitments and resources the partners agree to provide.

Partnership and Collaboration

Not including the required WIOA MOU AJCC partners, respondents must describe what other meaningful community partnerships their organization will provide that support program goals and bring specific benefits to customers.

- Describe any partnerships that support jobs, internships, and educational opportunities for youth and young adults, such as government agencies, education systems, community/faith-based organizations and other partners that serve similar populations and can support the goals of the programs.
- Describe collaborative efforts for serving youth with disabilities. Describe meaningful partnerships with eligible training providers, institutions of higher education, and employers from in-demand/priority sector industries.

Youth Program Services

Describe your plan for providing services to youth in your County/Counties. At a minimum, address the following in your narrative:

1. Recruitment strategies of effective outreach, engagement, enrollment, and retention of youth.
2. Screening, Intake, and Referral
3. Objective Assessment/Individual Service Strategies/Case Management. The proposal for providing intensive case management and supportive services to help youth overcome complex barriers, successfully complete the program, and retain employment.
4. Required Program Elements of a WIOA Youth Program (WIOA, Section 129). The proposal for providing:
 - Tutoring, study skills, instruction leading to a high school diploma or GED, and dropout prevention
 - Alternative secondary school services, or dropout recovery services, as appropriate;
 - Paid and unpaid work experience, including summer employment opportunities
 - Occupational skills training, as appropriate
 - Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
 - Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors
 - Supportive Services (include information on additional resources you may leverage to meet a Youth's supportive service needs)
 - Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months
 - Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
 - Follow-up services for not less than 12 months after the completion of participation, as appropriate
 - Financial literacy education
 - Entrepreneurial skills training
 - Services that provide labor market and employment information about in-demand/priority industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
 - Activities that help youth prepare for and transition to postsecondary education and training

5. Employer Connections

- Describe your relationship with employers in key industry clusters and the specific roles these employers will play in your program.
- Describe past outcomes and how you have developed internships, occupational skill training, apprenticeships, other work experience, placement in employment, and/or other work-based learning outcomes with employer partners.
- Describe your approach to job placement and how your agency will identify employment and work-based learning opportunities for program participants.

SECTION 4.3.3 FINANCIAL NARRATIVE

A. Accounting and Operational Controls

Note: You may refer to Section I, Part II, Item A under the Adult and Dislocated Worker section if your response to this question is the same.

Briefly describe your organization's current financial accounting system, including your accounting procedures, your internal control procedures, and your procurement procedures. (Do NOT attach financial procedures manuals or other detailed documents—a brief description will suffice.)

B. Current Audit Status

Send a copy of your most recent audit report and accompanying management letter with this proposal.

If you are currently a contractor with NoRTEC, and have already sent this information, note this material has been forwarded under separate cover.

C. Youth Budget Forms and Budget Narrative (see WIOA Budget Template Attachment, tab C2)

Refer to Section 1.7 for an estimate of funding available for a particular county for Program Year 2020-2021.

A Budget Narrative must accompany the Budget Form. In the accompanying Budget Narrative, provide a brief description of the costs charged to each item on the Budget Form. All costs must be reasonable and necessary. Skip an item only if no costs are charged to this item. The Budget Narrative should immediately follow the Budget Forms in your proposal package.

1. Operating Costs

The total budget amount must equal the estimated funding allocations listed above.

- Wages and Fringe – List by Job Title and FTE (full-time equivalency). *Do not forget to include a job description for each position in the attachments to his proposal.* This line item includes salaries and benefits.

- Advertising – This item includes outreach and dissemination of information. Describe efforts to reach specific target populations, including women in nontraditional occupations and potential employers.
- Audit
- Copying/Printing – *Note: This item includes copying/printing costs associated with participant information/referral material.*
- Dues/Memberships – Provide examples of the types of organizations and associations.
- Equipment (Lease/Purchase/Maintenance) – Include in this item anticipated costs for the lease, purchase, and maintenance of equipment. Include a description of the type of equipment that is planned to be purchased or leased, and the estimated cost associated with each item.
- Facility Rental/Maintenance – Include information regarding the cost per square foot per month for each separate facility (e.g., 2,000 square feet x \$1.00/square foot x 12 months).
- Insurance – Include information regarding the types of insurance (e.g., general liability, Director and Officer’s Insurance, etc.). Do NOT include health or disability insurance in this line item (this information should be included in the description of the personnel charges listed above under wages and fringe).
- Legal Fees – Please describe any ongoing litigation.
- Meeting Room Rental
- Postage
- Publications/Subscriptions – Provide detail of anticipated publications and subscriptions.
- Staff Development – Capacity building and continuing education for staff is encouraged. Provide details of the type of activities planned for staff development/continuing education.
- Staff Travel – Includes travel charges related to staff development.
- Supplies – This category is for office supplies. Do not include supplies/inventories/testing materials directly related to participant assessment.
- Telephone/Communication
- Utilities
- Other – Detail any anticipated charges to this category.
- Unbudgeted Funding – Explain the rationale for any unbudgeted funding. *This item might include funds planned to be carried-in to the following program year.*

2. Direct Youth Job Seeker Costs

Detail the amount of planned direct youth job seeker expenses to be incurred on the budget form. These are out-of-pocket expenses incurred on behalf of youth that are not already included in personnel, facility or other operating expenses. Provide a description on the Budget Narrative for amounts entered in each of the categories on the budget form, consistent with the Program Narrative section of your proposal.

(Note: NoRTEC is interested in the overall percentage of funding your entity plans to spend on “direct youth expenses”. NoRTEC recognizes, however, that amounts in each of the categories (Literacy Skills Training, Internships, etc.), is only an estimate as the needs of each youth are unique and cannot be accurately predicted prior to actual assessment.)

SECTION 4: RATING CRITERIA

RATING CRITERIA

All proposals received will be evaluated by an RFP Evaluation Committee. During the evaluation process, NoRTEC may require a proposer's representative to answer specific questions orally and/or in writing. Once a finalist or group of finalists is selected, additional interactions or information may be required. The most qualified individual or firm will be recommended to the NoRTEC WDB by the RFP Evaluation Committee based on the overall strength of each proposal.

Bids will be evaluated as follows:

Review for Compliance: Proposals submitted will be evaluated on compliance with the information requested as listed under the section entitled "Submission Requirements." Failure to submit all necessary information as requested, or failure to follow the format outlined in the previous section, may result in rejection of the proposal.

Detailed Criteria: Each proposal will be evaluated based on an assessment of the information provided in response to the RFP. Only information submitted as part of this bid will be considered in the review process.

Selection Criteria to be Evaluated:

Program Services Approach:

- | | |
|---|-------------------|
| • Organizational Structure and Staff | Maximum 10 Points |
| • Innovation in Service Delivery | Maximum 20 Points |
| • Strategies for Serving the Target Population | Maximum 10 Points |
| • Cost effective access points and infrastructure | Maximum 10 Points |
| • Partnerships and Collaboration | Maximum 10 Points |
| • Program Services Plan and Experience
(Past Performance Record) | Maximum 30 Points |
| • Budget and Fiscal Management | Maximum 10 Points |

Total	Maximum 100 Points
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In addition to requirements outlined above, proposals will be evaluated based on the following:

- Bidders must demonstrate the ability to provide the required services at a reasonable cost. Costs will be evaluated based not only on competitiveness with respect to their bids, but equally important, the value they reflect in light of services proposed and bidder's capability and experience;
- Bidders must be able to demonstrate a history of successful performance-based contracting;
- Bidders must be able to meet the start date of July 1, 2020;

- Bidders must have a satisfactory record of integrity, business ethics, and fiscal accountability, including:
 - The agency's efforts to recover debts;
 - The absence of fraud or criminal activity of a significant nature;
 - The absence of serious administrative deficiencies, such as failure to maintain a financial management system in compliance with OMB Circular A-133 audit requirements;
 - Timely reconciliation of findings or questioned costs resulting from audits or monitoring;
 - Provision of services to applicants as agreed to in previous contracts;
 - Timely and accurate submission of required reports;
 - Proper reporting and disposal of government property;
 - The necessary organization, experience, accounting, and operating controls; and
 - The technical skills to perform the work.

SECTION 5: DISCLAIMERS AND GENERAL PROVISIONS

ADDENDA TO THIS REQUEST FOR PROPOSALS

At the discretion of NoRTEC, if it becomes necessary to revise any part of this RFP, an addendum will be provided to all known recipients of this RFP and posted on NoRTEC's website. Any clarification will become an addendum to this RFP.

Respondents are responsible for checking the website frequently to remain informed about the procurement process and other information that may affect this RFP (e.g. WIOA reauthorization, changes to performance measures, and revisions to the timeline).

RIGHT TO CANCEL

NoRTEC reserves the right to cancel all or any part of this RFP at any time without prior notice and reserves the right to modify the RFP process and time line as is deemed necessary.

CONFLICT OF INTEREST

NoRTEC staff or Workforce Development Board may not participate in the evaluation of proposals, discussions and/or voting to fund proposals if the member has a conflict of interest or has had any ex-parte communication with the respondent regarding this RFP.

A completed Conflict of Interest Disclosure Form must be submitted even if there are no actual or potential conflicts of interest.

APPEALS PROCESS

Only respondents to this RFP may appeal the results if the procurement process was violated in some manner, and/or Federal, State, and/or NoRTEC procurement guidelines have been violated. An appeal will not be allowed to contest individual scores, the rating system, disqualification, or dissatisfaction with the evaluation results.

The appeal process is:

- A written letter of appeal will be sent to acampos@ncen.org including evidence for appeal and the specific relief sought.
- The written appeal must be received by NoRTEC within five business days from the date the RFP recommendation is posted on NoRTEC's website.
- An appeal review panel appointed by the WDB Chair will review the appeal.
- The panel will review the appeal and collect information. At their discretion, the panel may request a meeting with the respondent and NoRTEC staff, and/or use other methods to gather relevant information.
- Once all the information is gathered and reviewed, the panel will issue a written decision to the appellant and the WDB.
- The decision of the appeal review panel will be final.

GENERAL DISCLAIMERS

1. This RFP does not commit the NoRTEC Workforce Development Board (WDB) to award a contract.
2. No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies under Workforce Innovation and Opportunity Act.
3. All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to the NoRTEC and be subject to disclosure under the Freedom of Information Act.
4. Formal notification to award a contract and the actual execution of a contract are subject to the following: receipt of Workforce Innovation and Opportunity Act funds by NoRTEC, results of negotiations between selected bidders and NoRTEC staff; and continued availability of Workforce Innovation and Opportunity Act funds. Any changes to the Workforce Innovation and Opportunity Act program, funding level or board direction may result in a change in contracting.
7. Bidders selected for funding must also ensure compliance with the following, as applicable: U.S. DOL regulations 20 CFR Part 652; 29 CFR Parts 96, 93, 37, 2 and 98; and 48 CFR Part 31; Office of Management and Budget (OMB) Circulars A-21, A-87, A-110, A-122, and A-133 as applicable.
9. NoRTEC may require selected bidders to attend oral interviews, participate in negotiations and rewrite their statements of work as agreed upon during contract negotiations.
10. Additional funds received by NoRTEC may be contracted by expanding existing programs or by consideration of proposals not initially funded under this RFP. These decisions shall be at the discretion of the NoRTEC Executive Director.
11. Any proposal approved for funding is contingent on the results of a pre-award site visit that may be conducted by NoRTEC staff. This site visit will establish, to NoRTEC's satisfaction, whether the bidder is capable of conducting and carrying out the provisions of the proposed contract. If the results of the site visit indicate, in the opinion of NoRTEC, that the bidder may not be able to fulfill contract expectations, NoRTEC reserves the right not to enter into contract with the organization, regardless of NoRTEC approval of the bidder's proposal.
12. All bidders must ensure equal opportunity to all individuals. No individual in the NoRTEC Regional area shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any Workforce Innovation and Opportunity Act funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, or political affiliation or belief.
18. All bidders must ensure access to individuals with disabilities pursuant to the Americans with Disabilities Act.

19. Bidders will allow local, state, and federal representatives access to all Workforce Innovation and Opportunity Act records, program materials, staff, and participants. In addition, bidders are required to maintain all Workforce Innovation and Opportunity Act records for three years, beginning on the last day of the program year (29 CFR Part 95).
22. The contract award will not be final until NoRTEC and the bidder have executed a mutually satisfactory contractual agreement. NoRTEC reserves the right to make an award without further discussion of the proposal submitted. No program activity may begin prior to final NoRTEC Executive Committee approval of the award and execution of a contractual agreement between the successful bidder and NoRTEC.
23. Proposers are advised that most documents in the possession of NoRTEC are considered public records and subject to disclosure under the federal and state public records laws.