

Workforce
Snohomish



REQUEST FOR PROPOSALS

WIOA Youth Services

Issued – March 12, 2021

Letter of Intent Due to Workforce Snohomish – April 9, 2021

Response Submissions Due to Workforce Snohomish – April 23, 2021

\$600,000

The funding amount is for proposal purposes only. Dollars are based on estimated PY20 WIOA funding allocations and are likely to change upon the release of PY21 WIOA funding allocations.

Proposed Contract Period: July 1, 2021 – June 30, 2022
With the option to extend annually through June 30, 2025

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Addendum 1 - WorkSource Partners and Connection Sites

Addendum 2 - Expanded description of the 14 WIOA Youth Program Elements

TO BE COMPLETED AND INCLUDED WITH RFP SUBMISSION -

Attachment A - Performance Goals (template provided)

Attachment B - Organizational Profile

Attachment C - Fiscal Risk Assessment

Attachment D - Letters of Agreement and Support

Attachment E - Most Recent Audit

Attachment F - Liability Insurance

Attachment G - Budget Package (template provided)

Attachment H - Negotiated Indirect Cost Rate Agreement

SECTION I: INTRODUCTION

Future Workforce Alliance, serving as the Local Workforce Board of Snohomish County, and Workforce Snohomish have embarked on a journey to lead the development of a new Gold Standard Youth Employment and Training model in Snohomish County. We are seeking entities both funded through this proposal process and through collaborations, to build not only a Gold Standard youth model, but a Gold Standard youth system. We understand it will take extensive time to build this comprehensive model and stand ready to fully support the winning bidder(s)/contractor(s) of this Workforce Innovation and Opportunity Act Youth Title I grant through the extensive transition.

The winning bidder(s) will have provided evidence through their proposal and the rating committee's question and answer session, that they will be able to build and implement Gold Standard youth programming and service delivery.

Future Workforce Alliance and Workforce Snohomish operate transparent research, evidence-based programs that include the voice of stakeholders, community members, and the customer during the development, implementation, and continuous improvement processes. These are exciting times in the development of Youth Employment and Training programs in Snohomish County. We appreciate your interest in being a bidder/contractor and/or contributor in building a new Gold Standard youth model.

WORKFORCE INNOVATION AND OPPORTUNITY ACT BACKGROUND

The United States Department of Labor's strategic vision for Workforce Innovation and Opportunity Act (WIOA) youth programs states that WIOA outlines a broader youth vision that supports an integrated service delivery system and provides a framework through which states and local areas can leverage other Federal, state, local, and philanthropic resources to support In-school Youth (ISY) and Out-of-School Youth (OSY). WIOA affirms the Department's commitment to providing high-quality services for all youth and young adults, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, such as pre-apprenticeships or internships, and culminating with a good job along a career pathway, enrollment in post-secondary education, or a Registered Apprenticeship. All of the Department's youth-serving programs continue to promote evidence-based strategies to assist in achieving high-levels of performance, accountability, and quality in preparing young people for the workforce.

The Department of Labor Employment and Training division provides WIOA funds to states, who pass those funds through to local areas. These funds provide Workforce Snohomish and its subrecipients the opportunity to create an innovative, high quality, value added, service delivery system. A system well-coordinated with community-based organizations, business/industry sectors, apprenticeships, secondary education, and post-secondary education that provides improved capacity to serve youth with high barriers, and an increased focus on one-stop partnerships. Through increased collaboration and innovation, a system designed and tailored to seamlessly address each youth's life circumstances, and develop career pathway education/training/employment plans.

Youth intended to be served with WIOA Title I funds are between 14-24 years old and have barriers to success, including those who are:

- out of school,

- low income,
- justice involved/ex-offenders,
- homeless or runaway,
- current or former foster care,
- English Language Learners (low English literacy or substantial cultural barriers),
- single parent or pregnant,
- BIPOC communities,
- and/or youth of Temporary Assistance for Needy Families (TANF) grant households.

KEY GOLD STANDARD ELEMENTS

Key Gold Standard youth programming elements include: transition from a physical Center/Referral based model to a Mobile/Proactive Engagement Community based model; high emphasis on qualified, experienced, and supportive case managers; high emphasis on equity and inclusion of youth facing barriers throughout Snohomish County; high degree of collaboration with WorkSource partners, community-based organizations, business, apprenticeships, and economic development; high emphasis on an integrated service delivery model with co-enrollment in other WIOA programs; primary funding for Out-of-School Youth, emphasizing career pathways development employing the right level and sequence of education, work-based learning, training, and wrap-around services needed for youth to successfully transition into adulthood; innovative ways to bring high value to In-School-Youth with a high return on investment; emphasis on comprehensive and coordinated services versus duplicative and siloed services; services provided through accessible locations and methods; in-person and virtual options.

In addition to emphasizing employing top tier Case Management support, this structure provides youth customers the opportunities to receive work-based training, in-demand sector-based partnerships, and training programs that lead to certificates/credentials. This approach ensures youth have stabilized living circumstances, are on pathways to high-demand industries and careers that lead to family supporting jobs and successful transition into adulthood.

To go along with these elements, technical assistance, resources, and other support will be available on many levels.

SECTION II: YOUTH SERVICES RFP BACKGROUND

Workforce Snohomish invests government and private funding to continuously increase the global competitiveness and prosperity of our businesses and workforce, to fill current and emerging jobs, and to provide full employment. Our investments are made through effective business, labor, educational, community-based, and service provider organizations for the opportunity, economic well-being, and benefit of our entire community. To this end, a Request for Proposals (RFP) is being issued to interested and qualified applicants to provide WIOA Youth Programs for Out-Of-School Youth (OSY) participants ages 14-24 and In-School Youth (ISY) participants ages 14-20, attending high school.

The purpose of this request is to procure qualified service provider(s) for a period of up to four years, contracted annually based on need, performance, and funding availability. The initial funding and period of performance is July 1, 2021 - June 30, 2022. Respondents are invited to submit proposal(s) in accordance with the information and instructions in this RFP. This RFP

provides potential respondents with background information and describes the desired services, guidelines for proposals, and the contractor selection process. Opportunities to ask clarifying questions through a bidders' conference and subsequent email submissions will also be available for bidders.

WHO MAY APPLY

For-profit organizations, non-profit organizations, public agencies, and/or a collaboration of these organizations, including: community-based organizations, public school systems, local school-to-career partnerships, governmental units (city, county, state), private businesses, faith-based organizations, community colleges, proprietary schools, and other qualified educational and training entities who have demonstrated successful performance in serving youth, especially low-income youth are all eligible and encouraged to apply.

Partnerships among eligible applicants are permissible as long as proposals clearly delineate roles and the budget includes any sub-contractual arrangements.

SNOHOMISH COUNTY WORKSOURCE SYSTEM

One-Stop American Job Centers are a system of One-Stop Career Centers throughout the nation that delivers a broad range of employment, training, education, and business services under the WIOA umbrella. "WorkSource" is the Washington State branding for the One-Stop American Job Center system. The Washington State WorkSource system is broken down into 12 Workforce Development Areas. Snohomish County is Workforce Development Area – 4 and is governed by Future Workforce Alliance and Workforce Snohomish.

WorkSource Snohomish County is home to one comprehensive WorkSource One-Stop American Job Center, WorkSource Everett, and one affiliate site, WorkSource Lynnwood. In addition, the Snohomish County WorkSource system is home to a strategic structure of Connection Sites (certified and linked to WorkSource Centers and affiliates) and community partnerships. American Job Centers are built through a robust structure of partners including the core WIOA programs (see **Addendum 1** for WorkSource Partners and Connection Sites).

WIOA Title I Youth Service Delivery Model and Program Elements

The WIOA Title I Youth service delivery model will be transitioning from a Center-Based model to a Proactive Community-Based Mobile Case Management Model with a Virtual Hub to be developed (for more information, please see page 10), and with administrative ties to WorkSource Everett. While a center-based model can be effective, research indicates (factoring in funding, demographics, return on investment, needs, and value to the intended youth customer) this new model is best suited for Snohomish County. Youth services will also have a presence within the greater WorkSource system.

The funded contractor(s) will be required to develop strategies for comprehensive programs based on an approach that at a minimum, provides an assessment and plan built around four themes: 1) preparation for and success in employment through career readiness preparation; 2) improving educational achievement via an academic plan; 3) skills development tied to a career pathway via work-based learning and/or occupational skills development; and 4) support services that provides a holistic approach to the youths' needs.

14 WIOA Youth Elements

Youth participants will work with qualified, experienced and supportive case managers and have access to all of the following services (see **Addendum 2** for an expanded description of the 14 elements):

- tutoring, study skills training, instruction, and dropout prevention activities that lead to completion of a high school diploma or recognized equivalent,
- alternative secondary school and dropout recovery services assist youth who have struggled in traditional secondary education or who have dropped out of school,
- paid and unpaid work experience are structured learning experiences in a workplace and provides opportunities for career exploration and skill development; incentive-based payments for internships and/or achievements are also allowable,
- occupational skills training is an organized program of study, offered individually or in a cohort, that provides specific skills and leads to proficiency in an occupational field,
- education offered concurrently with workforce preparation is an integrated education and training model combining workforce preparation, basic academic skills, and occupational skills,
- leadership development opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors,
- supportive services provides need-specific funds when required to enable an individual to participate in WIOA activities,
- adult mentoring is a formal relationship between a youth and an adult mentor with structured activities where the mentor offers guidance, support, and encouragement,
- follow-up services are provided following program exit to help ensure youth succeed in employment or education,
- comprehensive guidance and counseling providing individualized counseling to participants, including drug/alcohol and mental health counseling
- financial literacy education provides youth with the knowledge and skills they need to achieve long-term financial stability,
- entrepreneurial skills training provides the basics of starting and operating a small business and develops entrepreneurial skills,
- services that provide labor market information offer employment and labor market information about in-demand industry sectors or occupations,
- postsecondary preparation and transition activities help youth prepare for and transition to postsecondary education and training.

The goal is to successfully deploy these components in a holistic approach in a manner receiving the greatest return on investment and value to the youth customer on a year-round basis. The bidder(s) selected to operate the WIOA youth programs do not have to directly provide all of the WIOA program elements. However, the proposals submitted in response to this RFP must clearly articulate, in detail, how the contractor will connect youth with other organizations and agencies in the community that can provide the needed program elements if the bidder does not provide the elements directly. Each youth may not need all of the program elements; however, the full menu of program elements must be available if needed by a youth, based on an assessment of their needs. Where the agreement and/or plans to deliver any of these elements are not currently in place, an approach to how the contractor will establish them should be provided.

SECTION III: YOUTH SERVICES REQUEST FOR PROPOSALS

SOLICITATION OVERVIEW

Workforce Snohomish is requesting proposals of high-quality, collaborative youth programs to provide WIOA Title I Youth services through Snohomish County, with 90% designated for Out-of-School and 10% designated for In-School Youth (as defined in 20 CFR 681.240 and [TEGL 21-16](#)).

Through this Request for Proposals process, Workforce Snohomish (WFS) aims to procure a service provider(s) to deliver high-quality, results-driven career and educational services for WIOA-eligible Out-of-School and In-School-Youth residing in Snohomish County.

This Request for Proposals will be used for Workforce Snohomish to competitively procure Youth Services providers for a period of up to four years, contracted annually based on need, performance, and funding availability. Contracts are renegotiated on an annual basis. The available \$600,000 in WIOA youth funds is a one-year estimate under this Request for Proposals based on PY20 allocations. For planning purposes related to responses, Workforce Snohomish suggests respondents anticipate \$600,000 in total per year for four years.

If additional funding becomes available from any related source between July 1, 2021 and June 30, 2022, and subsequent years of this procurement, those funds may be awarded to the successful bidder(s) for services described in this RFP.

Overall WIOA Youth Services Requirements

These overall requirements apply to both In-School-Youth (ISY) and Out-of-School Youth (OSY) services.

The following are the required groupings of the WIOA Youth Services:

1. Outreach and Recruitment
2. Orientation and Engagement
3. Eligibility and Enrollment
4. Objective Assessment and Individual Service Strategy
5. Case Management
6. Employment and Business Engagement
7. 14 WIOA Youth Elements (See pages 13 – 23 of [TEGL 21-16](#))

The following are additional youth services Workforce Snohomish is exploring to better support the overall success of the WIOA Youth Program; although WFS has committed to developing these during the 2021-2022 fiscal year, we are interested in learning how potential bidder(s) could help bring them to fruition.

8. Virtual Hub developed by WFS in collaboration with the youth contractor
9. Youth contractor will serve ISY (within the scope and contracted funding levels) resulting from WFS contracts with Snohomish County's Educational Service District (ESD 189) as part of the 10% ISY focus. This may include ISY Career Clubs or other services to be explored/negotiated between WFS and ESD 189
10. In-School-Youth Train the Trainer model

1. Proactive Mobile Outreach and Recruitment

The successful bidder(s) will demonstrate strong partnerships with secondary and post-secondary schools and programs. As well, the successful bidder(s) will demonstrate creative in-person and virtual strategies that translate into youth relevant avenues and venues to recruit hard-to-reach, at-risk youth in need of services. Preference will be given to bidder(s) that show the ability to serve the entire county, have established working relationships with key community-based organizations serving intended WIOA eligible youth, and can target outreach and recruitment to high-barrier, underserved populations, including: homeless youth, youth aging out of foster care, youth with disabilities, English Language Learners, single parent, BIPOC, and justice-involved, among others.

Please provide evidence of existing and planned partnerships by providing letters of agreement/support from key partners, spelling out what specifically they are agreeing to contribute or partner to do (e.g. joint recruitment efforts, space to conduct outreach and eligibility, coordination efforts, assistance with recruiting a WIOA intended population(s), etc.). Place include in **Attachment D** of your application.

2. Orientation and Engagement

Proper orientation and engagement strategies are the foundation of programmatic retention; the successful bidder(s) will demonstrate strategies that effectively motivate participants and engage them with the program.

Please provide evidence of existing and planned partnerships to help motivate and engage youth (e.g. youth centric workshops, relevant virtual and in-person youth engagement partnerships) Please include in **Attachment D** of your application.

3. Eligibility and Enrollment

The successful bidder(s) will demonstrate the ability to master the nuances of WIOA Youth eligibility, documentation, enrollment, and reporting/tracking requirements. Additionally, the successful bidder/consortium will exhibit a strong internal monitoring plan, and other such functions built to ensure compliance. For more information on eligibility, enrollment, and documentation, see: [WFS Policy 2020](#), [ESD Policy 1019-Rev 4](#) and [Attached Handbook](#) and [TEGL 21-16](#). (Technical Assistance from WFS staff will be available and provided upon request).

4. Objective Assessment and Individual Service Strategy

An Objective Assessment is defined as a means in which a program measures academic levels, skill levels, and service needs of participants. This includes a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs. WIOA law also stipulates that Objective Assessments must consider a youth's strengths rather than focusing solely on areas that need improvement.

An Individual Service Strategy (ISS) is a distinctive of the WIOA Youth Program, built as a guiding light to case management and service delivery. The ISS must be a living, breathing document, which is continually updated as a youth progresses through services. A strong ISS is built directly out of the Objective Assessment and strategizes appropriate short and long-term goals that address needs, build upon identified strengths and skills, and lead the youth to a self-sufficient career pathway all through the lens of the 14 WIOA Youth Elements (See pages 13 – 23 of [TEGL 21-16](#)).

The successful bidder(s) will demonstrate a sophisticated strategy for building effective Individualized Service Strategies based on Objective Assessments and centered on the 14 WIOA Youth Elements. List specific Assessment tools to be used (if known).

Please provide evidence of existing and/or planned coordination/collaboration with other youth providers to ensure service strategies encompass a seamless wrap-around service delivery plan that will address both life stabilizing needs and career pathway needs (e.g. planned or existing coordination with Career Connect Washington; ESD 189; STEM coordinator; skill centers; post-secondary education; WIOA Title I Adult providers; Division of Vocational Rehabilitation; career tech educators; and human services providers for low income, justice-involved, English Language Learners, homeless, foster care, persons with disabilities, food, shelter, housing, drug/alcohol, etc.) These apply to Case Management as well. Provide letters of agreement and/or support from service entities which agreements have been made or planned. Please include these in **Attachment D** of your application.

5. Case Management

The key determining factor for having a successful youth program is having well qualified and experienced Case Management staff. They are the vehicle in which effective services can be provided. The Case Managers should be motivational coaches, cheerleaders, champions, advocates, service providers, referral coordinators, and much more. The Case Managers should understand the needs, strengths, and skills of each youth and understand the most effective way of motivating and communicating with each unique individual. And beyond the personal aspect, strong Case Managers should prove to be detail-oriented, highly knowledgeable in WIOA Youth requirements and compliance, and excel at timely and accurate documentation.

The successful bidder(s) will show a commitment to motivational tactics and results-oriented strategies around case management to effectively engage, develop trust, and establish positive working relationships with youth and community partners, in addition to attention to details, documentation, compliance, and policy.

Please state and provide evidence of your organization's commitment and ability to bring Case Management staff that has the knowledge, skills, abilities, and experience needed to deliver qualitative, effective and supportive case management to youth participants (e.g. pay structure, hiring qualification requirements, existing or planned staff qualifications and experience, professional development plans). Please include these in **Attachment B** of your application.

6. Employment and Business Engagement

WIOA breaks Work Experience opportunities for youth into four categories (as detailed in [TEGL 21-16](#)):

- Summer Employment Opportunities or other employment opportunities available throughout the school year;
- Pre-Apprenticeship Programs;
- Internships and Job Shadowing; and
- On-the-Job Training.

With a heavy focus on real-world work experience opportunities, it is imperative that a successful WIOA Youth program has a strong Business Engagement and Employment strategy.

The successful bidder(s) will demonstrate strong engagement strategies focused on building lasting relationships with local businesses, business organizations, and employment agencies both directly and through partnerships with community-based business services programs. The successful bidder(s) will have access to existing tools and resources within both Workforce Snohomish and the WorkSource system; however, the bidder(s) should elaborate on innovative strategies to deepen any existing organizational relationships, explore new engagement opportunities, and develop work experience locations with limited funding for local youth.

Please provide evidence of established and/or planned working relationships with business, industry, apprenticeships, economic development in Snohomish County who have agreed to support your agency in providing quality work-based learning opportunities, internships, job shadowing, informational interviews, mentorship roles, leadership opportunities, employment opportunities, or any other value-added contribution. Provide letters of agreement and/or support from those business entities which agreements have been made or planned. Please include these in **Attachment D** of your application.

7. 14 WIOA Youth Elements ([TEGL 21-16](#))

As previously mentioned, it is required that the WorkSource Youth provider offers access to all 14 WIOA Youth Elements, as detailed in [TEGL 21-16](#). Elements may be offered through partnerships and community providers, however, youth served under WIOA Youth funds must have access to all 14 Elements. The successful contractor(s) will detail how each of the 14 Youth Elements may be accessed and/or provided to WIOA Youth participants.

Additionally, Workforce Snohomish puts a heavy emphasis on Youth Element 10: *Comprehensive Guidance and Counseling*. It is strongly encouraged that bids include such services being delivered in-person and virtually, to include directly through on-site services in the community where youth live, at touch-points located with key Connection Sites and partners.

As stated, WFS has committed to developing the following elements during the 2021-2022 fiscal year and we are interested in learning how potential bidder(s) could help bring these elements to fruition as we move forward with their creation. Please expand on the next three elements with how you would support its development, any ideas for successful implementation, and any lessons you have learned from similar projects you have worked on.

8. Virtual Hub

The Virtual Hub will be developed by Workforce Snohomish, with input/contributions from multiple sources, including the funded youth contractor. Research and youth input show regular and consistent communication is imperative. The Virtual Hub is intended to compliment in-person and phone communication from the Case Manager. It is intended to be a place where ISY and OSY have access to real-time resources, tools, and support for career planning, employment preparation, life skills, leadership, isolation challenges, mentoring, guidance, summer and on-going employment resources.

9. Career Club

The Career Club is an opportunity for students to explore Career Pathways; take interest and skills assessments; receive work readiness training, leadership training, mentoring, etc.; and participate in a Job Shadow or non-paid/incentive-pay based Work Experience. WFS is exploring this new model to meet the needs of ISY in a manner that provides high value to the

students, has a high return on investment, meets WIOA Title 1 Youth requirements, and includes the achievement of WIOA performance standards.

If this model is implemented, WFS will foster working relationships with Educational Service District (ESD), Career Connect Washington (CCW), Apprenticeship programs, and Business Associations, and Business Services to identify real world and occupational experiences to best prepare and equip youth in developing a clear career pathway as well as succeeding in achieving their career goals.

10. In-School-Youth Train-the-Trainer Model

Train-the-Trainer further supports a system approach where workforce and secondary education professionals work together to ensure youth have the resources, tools, material and knowledge needed to explore and develop viable career pathways. To do this would entail quarterly meetings with Workforce Snohomish, WorkSource partners, WIOA youth contractor, School Districts, Career Connect Washington (CCW), Career Tech Educators (CTEs), STEM, and guidance counselors where train-the-trainer workshops can provide/equip/enhance school staff in providing career pathways guidance.

Please describe how you would approach this effort and provide any experience your organization(s) have with this type of model (as it will be required to explore the train-the-trainer option for Snohomish County.)

SPECIFIC In-School-Youth (ISY) AND Out-of-School Youth (OSY) MODEL DESIGN INCLUSIONS

Workforce Snohomish is soliciting customer-centered programs that show creativity, innovation, and collaboration packaged into a strategic design focusing on providing the required groupings of services in an accessible, compliant, outcomes-oriented method.

In-School Youth (Maximum of 10% funding)

The ISY model is specifically designed to maximize the ISY dollars available (approximately \$60,000 annually). Please describe youth organization(s) experience with the components listed below, or similar to those listed below, and what approach your organization would use to build and operationalize these components. Also, please describe where you would like or need technical assistance or support.

- Youth contractor will serve ISY resulting from WFS contracts with county-based ESD 189 as part of the 10% ISY focus. This may include ISY “Career Clubs” or other service delivery options to be explored and negotiated between WFS and ESD 189 to be provided within the scope and contract funding.
- Collaborate and coordinate with Workforce Snohomish Apprenticeship Navigator, Youth Program Manager, and with ESDs around resource fairs, career fairs, apprenticeship fairs, job fairs.

Out-Of-School Youth (Minimum of 90% funding)

The OSY model is specifically designed to maximize the OSY dollars available (approximately \$540,000 annually). Please describe youth organization(s) experience with the components listed below, or similar to those listed below, and what approach your organization would use to build and operationalize these components. Also, please describe where you would like or need

technical assistance or support. Although it is not necessary to respond to each bullet, please respond to as many components as you are able.

- Use a proactive mobile outreach, engagement, and case management model where WIOA youth service delivery staff engage community-based entities throughout Snohomish County to develop working relationships and touch points where mutual OSY are engaged, enrolled, and collectively served.
- Establish working agreements with WorkSource Connection Sites and other community-based sites where WIOA youth employment specialists/case managers can meet with youth one-to-one or in a workshop setting on a consistent basis throughout the year.
- Employ and maintain qualified Case Management staff, to include a professional development plan. The plan will include membership in the National Youth Employment Coalition which provides a wealth of tools, training resources (including Case Worker 101 training), qualifications youth case managers should have, and connection with youth service providers throughout the country.
- How your organization(s) will assist youth in mapping career pathways to be sector-focused, offer flexible scheduling, contextualized learning, show the most accelerated route to credential attainment, and opportunities for work-based learning, that align education, training, and support services to enable individuals to get the skills and credentials they need for in-demand family-supporting careers.
- Specific Work Experience plan showing how Work Experience services are prioritized which should include the development of Work-Based Learning Participant and Employer handbooks to enhance the youth employee-employer experience, provide avenues for leadership development and mentoring, and ensure greater success.
- Workshop offerings that equip participants with the skills to successfully find, obtain, and maintain a job ranging from resume building and interviewing skills to financial management and soft skills.
- Co-enrollment strategy with other programs (DVR, WIOA Adult T1, WIOA DW, HUD, BFET, TANF, Opioid, SNAP, other) to braid and utilize program offerings to best serve the youth (no set level required; please propose what level is believed to offer the best value to the youth).
- Coordinate with drop out recovery programs to develop pathways into WIOA for youth at risk of dropping out; enroll and provide services to Open Doors participants who qualify for WIOA Youth services.

Participate in LEAN Continuous Process Improvement events where all aspects of the system and youth model are assessed and appropriately adjusted towards the **ideal state** of 100% of the system and model offerings adding the highest possible value youth client. Include how your organization would capture the voice of the customer in the process. Please describe your organization(s) experience with LEAN or any other process improvement tools/efforts.

Note: Bidders who do not currently have all aspects of desired service delivery designed or all WIOA Title 1 Youth 14 Elements in place should not be discouraged from applying. With this significant model transition, we understand it will take time to fully build and operationalize the new model. Bidders will be asked to state and provide evidence for what is in place, what is planned and agreed to, and where development and or assistance is needed.

If a consortium bid, bidders **must** identify a lead organization who will act as sole fiscal agent of all participant costs (e.g. support services, Transitional Jobs, Work Experiences, etc.) and be responsible for all participant files.

PERFORMANCE DETAILS

Workforce Snohomish believes in a customer-first program design approach, meaning, if a program is built around serving the needs of the target customer, positive metrics and measures will follow. That approach, however, does not come without necessary, detailed steps taken to couple the program to metrics as the design is developed. It is extremely important that the successful WIOA Youth bidder(s) applies processes, metrics, measurements, and strategies that link services to measurable outcomes.

All WIOA Titles are measured using the Performance Accountability Indicators, also called “Common Measures”. These indicators are detailed in [TEGL 10-16 Change 1](#).

Under the Common Measures, WIOA Youth performance is measured as follows:

- Education and Employment Rate – 2nd Quarter after exit;
- Education and Employment Rate – 4th Quarter after exit;
- Median Earnings – 2nd Quarter after exit;
- Credential Attainment – Within one year of exit; and
- Measurable Skill Gains – Program Year.

Common Measures, however, are impossible to measure and react to in real-time. As such, Workforce Snohomish is seeking a contractor(s) that can demonstrate effective processes, proposed metrics/real-time measurements, strategies, and services that will be used to ensure success in the above Common Measure indicators. Please complete the standard Performance Outcome chart (**Attachment A**). Also, describe your organization(s) proposed metrics/real-time measures to track performance and what strategies, processes and services will be used to meet the performance.

ROLE OF WORKFORCE SNOHOMISH

Workforce Snohomish recognizes the importance of working with the selected bidder(s) in moving this new model forward. To that end, we will support the development of the framework needed to support the success of the selected bidder(s), including:

- Conducting research and securing input from key partners, service providers, and stakeholders in the development of WIOA youth service delivery systems,
- Providing up front, annual, and as needed training to contractor staff,
- Working with contractor and partners to identify and assist in providing professional development offerings to youth and system partners,
- Working with youth contractor(s) and subject matter experts in developing a Career Mapping Resource guide to be used with assisting youth in tailoring a Career Pathway plan,
- Using a LEAN process improvement approach to reviewing current practices and roles within WFS and WIOA contract requirements to ensure the overall WIOA model (Youth, Adult, DW, other programs) are aligned to bring the best value to the collective customer,
- Working with youth provider(s) to identify best practice resources and tools known to provide value for youth program service delivery

- Playing a role in the convening of youth service providers throughout the county who provide life and employment/training services to youth common to providing services to like youth in need of some or all of the services,
- Providing regular technical assistance to the contractor around management information systems, performance tracking, WIOA regulations, and any other area of need,
- Meeting regularly with youth contractor(s) to have a give and take conversation around challenges, ideas, problem solving,
- Overseeing and evaluating the programmatic, fiscal and administrative performance of funded youth services providers.

SECTION III: PROCESS

It is the intent of Workforce Snohomish to provide an equal and open opportunity in the selection of sub-recipients for the provision of workforce development services in Snohomish County consistent with its vision, mission, goals, and objectives.

Workforce Snohomish **requires the submission of a Letter of Intent to respond.** The Letter of Intent to respond must be submitted to rfpquestions@workforcesnohomish.org with the subject line: “*Lead Organization’s Name*- Letter of Intent- WIOA Youth Services”. **The Letter of Intent is mandatory for all bids, and is due to Workforce Snohomish no later than April 9, 2021, 3:00 pm PST.** Letters of Intent do not need to name all partners to be included in a bid. The contents of the Letters of Intent will not be used for rating purposes; they will only be used to gauge the number of bidders for the scheduling of the question and answer sessions. There are no formalities or requirements beyond stating your organization’s name, the title of the RFP you for which you are submitting your intent, your name/contact info, and your intent to respond.

Submission of Proposals due to WFS no later than April 23, 2021, 3:00 pm PST

No Partial bids will be accepted. Workforce Snohomish will enter into contract(s) with each funded agency/service provider individually for the portion of services they intend to provide within a consortium proposal.

Proposals will be rated. Top three (3) rated proposals will be scheduled for **Bidder Question and Answer sessions.**

Winning bidder(s) recommended to WFS and FWA for **approval and award.**

SUBMISSION REQUIREMENTS

All submissions must be in 12-point Times New Roman font, with one-inch margins, with page numbers beginning with the Title Page as page 1. The following documentation is required to be considered a complete application submission:

Document	Page Limit	Expectations and Notes
Bidder Contact Information Form	N/A	Form is found at: https://www.workforcesnohomish.org/forms/
Title Page	1	Title Page shall, at a minimum, clearly identify the title of the RFP and the lead organization’s name.
Executive Summary	2	Executive Summary should summarize the proposal highlights/give an overview of the full application (what readers

		can expect to learn, challenges being addressed, and how your solution will help overcome those challenges).
Program Content	23	<p>Program Content must address how the bidder(s) will provide all seven (7) of the required WIOA Youth Service Groupings as described on pages 7-10 of this RFP and all the ISY/OSY specific elements on pages 11-12. Additionally, this section may include a response the three (3) elements to be developed in the 21-22 FY, located on pages 10-11.</p> <p>Program Content section may include any additional, relevant information at the bidder's discretion.</p>
Attachment A – Performance Goals (<i>must use template provided</i>)	5	<p>Performance Goals must justify how all metrics will be met, and how they correspond to common measures (as detailed on page 13).</p> <p>Final Performance Measures will be negotiated on a contractual level and broken out quarterly.</p>
Attachment B – Organizational Profile	3	The Organizational Profile must include a proposed organizational chart for the bidder(s) as it relates to the proposed project. The Organizational Profile must also provide a brief scaling plan for both of the following two scenarios: 10 Percent additional funding or 10 Percent less funding is provided.
Attachment C – Fiscal Risk Assessment	2	Describe the experience the bidder(s) has in maintaining, tracking, and reporting the use of federal dollars.
Attachment D – Letters of Agreement/Support	2 (min) to 7 (max)	Signed Letters of Agreement and Support that provides evidence of what entities have agreed to do or provide.
Attachment E – Most Recent Audit	N/A	A copy of the most recent audit, including management letters, for each funded consortium member. Audit must be accompanied by an explanation of any findings and/or issues reported.
Attachment F – Liability Insurance	N/A	A copy of current liability insurance for all funded consortium members.
Attachment G – Budget Package (<i>must use template provided</i>)	Budget Forms plus one (1) page max	<p>Budget Package must include “Personnel” and “Budget” for each bidder as well as a budget narrative of no more than one (1) page. If applying as a consortium, WFS requires one completed budget for the entire consortium including personnel costs.</p> <p>Forms found at: https://www.workforcesnohomish.org/forms/</p>
Attachment H – Negotiated Indirect Cost	N/A	For each funded partner, as applicable.

Documents **must** be submitted electronically. Electronic copies should be submitted to Workforce Snohomish at rfpquestions@workforcesnohomish.org with the subject line: “*Lead Organization’s Name - WIOA Youth Services Response*”. Electronic copies must be in PDF or other editing-locked format.

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

RFP Timeline

Date	Activity	Detail
3/1/2021	RFP early notifications	Website and broadcast email
3/12/2021	Request for Proposals released	website
3/19/2021	Bidders' conference	TBD
4/9/2021	Letter of Intent Required submission to Workforce Snohomish	No later than 3:00 pm PST
4/23/2021	RFP Responses Due to Workforce Snohomish	No later than 3:00 pm PST
5/11/2021	Top three bidders' question and answer session	Time TBD
6/1/2021	Estimated date of award notification	TBD

Questions are considered public information and may be posted, in their entirety, on the Workforce Snohomish WIOA Youth Services RFP webpage with answers within 24 business hours of receipt. Questions will be accepted by email only. Workforce Snohomish cannot guarantee questions asked within 24 hours of response due date will be answered in time. Questions submitted in alternate formats, including phone calls or in-person communications to Workforce Snohomish staff or Board Members will not be answered. All questions should be submitted to Workforce Snohomish at rfpquestions@workforcesnohomish.org.

A question and answer session is required of the top three (3) rated bids. These sessions are scheduled for **May 11, 2021**. Detailed times for presentations will be provided one week prior to date.

Question and answer session will be with the RFP rating committee; they will be no more than 30 minutes in length.

Please refer to *Workforce Snohomish General Terms and Conditions & Workforce Snohomish Special Terms and Conditions* located at <https://www.workforcesnohomish.org/forms/> for additional contracting details and requirements. **Bidders are encouraged to review these documents.**

SECTION IV: ADDITIONAL CLAUSES

Award Period

This solicitation will result in contracts with an anticipated start date of July 1, 2021 through June 30, 2022, with the ability to extend or negotiate new contracts on an annual basis for four years (through June 30, 2025). Contract start dates are reliant upon successful contract negotiations and reception of state allotted funds.

If additional related funding becomes available from any source between July 1, 2021 and June 30, 2022 those funds may be awarded for services described in this RFP.

There is an expectation that applicants will leverage resources in order to meet the described outcomes. Leveraged funds may be a dollar match or an in-kind contribution.

The local workforce board is always concerned that contracted staff are paid competitive salaries and benefits for the human service industry. Bids with lower than average wages or poor benefits may be deemed not as competitive. It is advised to bring any salary survey information to the bidder presentations.

Cost of Preparing Proposals

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

Current subrecipients may not use other Workforce Snohomish funded contracts as a resource for preparing a proposal.

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:
rfpquestions@workforcesnohomish.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.

Workforce Snohomish reserves the right to ask for clarification from bidders at the request of the rating committee. Bidders should include a cellular phone number from a representative of the bidder on the contact information sheet who can answer questions from date of response submittal through date of successful bidder's selection.

Public Records

Applicants are advised that most documents in the possession of Workforce Snohomish 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 (see below for protest period information). A request for a copy of a bidder's proposal must be made in writing to
rfpquestions@workforcesnohomish.org.

Evaluation Process

A Rating Committee will be formed comprised of members of the Future Workforce Alliance and/or Workforce Snohomish Board who have no fiduciary interest or conflict of interest, perceived or real, in bidding for this program. Evaluation Committee members will review and score proposals according to the criteria and assigned points specified in the table below. Workforce Snohomish retains the right to request additional information from any applicant.

The committee members' scores will be calculated and scores will be used as a guide for discussion and selection of a subrecipient (if a response does not adequately address the services

and outcomes requested, the committee may recommend that no award be made). The successful bidder will be selected by the local workforce board no later than June 1, 2021.

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 Workforce Snohomish 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.

Rating will be based on written proposal and presentation for the following criteria:

Program Content	40 Pts
Performance Proposal	15 Pts
Letters of Agreement/Sup.	10 Pts
Organizational Profile	15 Pts
Risk Assessment	10 Pts
Cost-Benefit	10 Pts
Total	100 pts

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 to rfpquestions@workforcesnohomish.org within seven (7) business days of the local workforce board's decision. 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.
- Workforce Snohomish 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 Workforce Snohomish. 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 Workforce Snohomish Chief Executive Officer 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 10 business days after the submittal of the protest.

SECTION V: CONTRACT SPECIFICATIONS

Award of Contract

The contract award will not be final until Workforce Snohomish and the prospective sub-recipient have executed a contractual agreement. Workforce Snohomish is not responsible for any costs incurred prior to the effective date of the contract. Workforce Snohomish reserves the right to make an award without further negotiation of the proposal submitted. Therefore, the proposal should be submitted in final form from a budgetary, technical, and programmatic standpoint.

Debarment and Suspension

The contractor must certify that they are not debarred or suspended or otherwise excluded from or are ineligible for the participation in Federal Assistance programs under Office of Management and Budget 2 CFR Parts 180 and 215. The contractor must also certify that it will not contract with a subcontractor that is debarred or suspended.

Limitation

The RFP does not commit Workforce Snohomish to award a contract, to pay any costs incurred in the preparation of a response to this RFP, or to procure or contract for services or supplies. Workforce Snohomish reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with all qualified sources, to waive formalities, to postpone award, or to cancel in part or in its entirety this RFP if it is in the best interest of Workforce Snohomish to do so.

Cancellation of Award

Workforce Snohomish reserves the right to immediately cancel an award if the contractual agreement has not been entered into by both parties or if new federal or state regulations or policy make it necessary to change the program purpose or content, discontinue such programs, or impose funding reductions. In those cases where negotiation of contract activities is necessary, Workforce Snohomish reserves the right to limit the period of negotiation to 60 business days after which time funds may be de-obligated.

Workforce Snohomish is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Washington Relay 711.