



## Request for Proposals (RFP)

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### RFP Schedule

Notification of RFP	1/27/2012
RFP available	1/30/2012
Bidder's workshop	2/10/2012
All inquiries due	2/16/2012
Proposals due	3/12/2012
Announcement of awards	4/30/2012
Program start up	7/1/2012

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## **I. General Information**

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### **A. Purpose of Request for Proposal**

The Workforce Development Board of Flagler and Volusia Counties, Inc., d.b.a. Center for Business Excellence (CBE) is a Florida private non-profit corporation, designated as the administrative entity, planner and grant recipient of the Workforce Investment Act (WIA) funds, the Wagner-Peyser Act (WP) funds, Veterans Program funds, the employment and training funds for the State of Florida's Welfare Transition Program (WTP) funded through Temporary Assistance for Needy Families (TANF) and the Food Stamp Training & Employment Program (FSET), for Flagler and Volusia Counties.

The Center for Business Excellence is issuing a request for proposals for the delivery of services under the Workforce Investment Act (WIA) in order to assist CBE in achieving its objectives in the provision of employment and training services through our One-Stop System. Specifically, this RFP seeks to engage various organizations with the capacity and expertise to provide One-Stop System Services described in this package to the businesses, job seekers and qualifying youth for Flagler and Volusia Counties.

The expected contracts awarded under this RFP solicitation will start on July 1, 2012 and will be renewed annually as allowed by Florida Statutes, provided measurable performances are successfully achieved. All contractors are required to serve those participants already enrolled in the WIA Adult, Low-Income Youth and Dislocated Worker Programs as of June 30, 2012. CBE reserves the option to modify contracts on a year-to-year basis. Contracts will be performance based with funding linked to defined performance outcomes, including WIA, WP, FSET and WTP measures, and depend on future funding availability, contractors' satisfactory performance, and other factors, as may be negotiated or amended.

For the purposes of this RFP, CBE is currently unable to define the WIA allocation (administrative and programmatic funds) that will be awarded for July 1, 2012. The state of Florida allocates WIA Adult, Youth and Dislocated Worker Program funds annually each spring. It is anticipated that the projected amount will be known on or about the time of the final negotiations of this contract based on federal appropriations to the State of Florida. Final contract funding awards will be based upon WIA funding allocations, local priorities, and legislative mandates at the discretion of CBE. The actual amount of the contract award will be based on the proposed budgets, availability of funds, and the standards for the use of public funds (all costs must be reasonable and necessary to carry out the planned functions, allowable, and allocable to the proper grant/cost categories). The proposal(s) most advantageous to CBE in terms of quality and cost will be considered for funding.

## **B. Legislation**

CBE's One-Stop System services and programs are funded through Workforce Investment Act (WIA), Wagner-Peyser Act (WP) Food Stamp Training & Employment Program (FSET), and the Welfare Transition Program (WTP) funds for Flagler and Volusia Counties, Florida. Therefore, each proposer must be familiar with the state and federal requirements of all these programs.

Established by the Workforce Investment Act of 1998, CBE is one of 24 Regional Workforce Boards in the state of Florida that acts as the lead organization for workforce development planning. In the Volusia/Flagler region the CBE is responsible for arranging a system of service delivery that meets the workforce needs of business and the public alike.

## **C. One-Stop System Services**

CBE's One-Stop System is designed to provide the framework for a local workforce preparation system that is flexible, responsive, employer-driven and customer-focused. This framework is available to all job seeking populations through a multi-tiered service delivery system. All services provided through the One-Stop System will be provided to targeted populations which include economically disadvantaged adults and youth, dislocated workers, and WTP participants.

The CBE strives to provide the business community with a well-trained and job-ready workforce. The cornerstone of WIA is a One-Stop service delivery system that meets the needs of dual customers; the jobseeker and the employer. The One-Stop system includes a collaboration of entities responsible for providing resources to ensure seamless service delivery to jobseekers and employers. Successful respondents will work closely with CBE's Business Services Division in conducting activities for the benefit of both business and job-seeking customers to foster a fully-integrated labor exchange. All successful respondents shall recognize that businesses are customers as well as sources for jobs leading to employment, self-sufficiency and success.

CBE is looking for innovative ways of service delivery that demonstrate flexibility, cross-training, creativity, and are performance-driven and evaluated. Customers of the One-Stop System must know when walking into a center what services are provided on site, what they may/may not be eligible for, and how the Center can best suit their individual needs. A customer should have a clear understanding of the flow of services and how they can progress from one to another seamlessly. The front-line staff should be knowledgeable about all available workforce development opportunities in the area, not only those that are offered through partner funding streams.

WIA does mandate a service delivery flow (below). However there is discretion on how these services are delivered at the local level. The successful contractors will be able

to creatively and effectively manage the customer flow and provide a successful customer experience. The services will include, but are not limited to:

- 1) **The first tier, Core Services**, is universally available to all interested persons and provides services which customers can access on their own to assist them in obtaining employment. Individuals are not registered for WIA when receiving purely “self-service” core services, but will require registration if they receive core services that are not primarily informational and must be staff assisted. Registration is done through the state system, Employ Florida Marketplace (EFM).

Core Services shall be made available to adults, out-of-school youth, and dislocated workers in each of the One-Stop System centers. The decision on which core services to provide and the timing of their delivery (mix and sequence) may be made on a case-by-case basis depending on the needs of the individual.

Core Services include, but are not limited to the following:

- Use of resource room
- Job search
- Labor market information
- Orientation
- Information about available services
- Job search and placement assistance
- Workshops
- Initial assessment of skills

- 2) **The second tier, Intensive Services**, provides more intensive, case management-centered service delivery, which offers a broad array of more in-depth staff-assisted services.

Intensive Services are intended to identify obstacles to employment in order to determine specific services needed. Intensive services may be provided to WIA eligible adults, youth and dislocated workers who are unemployed and unable to obtain employment through core services. Services may also be made available to adults and dislocated workers who are employed, but who are determined to be in need of intensive services to obtain or retain employment that allows for self-sufficiency.

Intensive Services include, but are not limited to the following:

- Staff assisted, customized assessment of knowledge, skills, abilities and interests
- Development of an Individualized Employment Plan (IEP)
- Group Counseling
- Individual Counseling and Career Planning
- Case Management
- Short-term Prevocational Services

- 3) **The third tier, Training**, provides occupational skills training through a variety of mechanisms including but not limited to Individual Training Accounts (ITA) for classroom occupational training, On-the-Job Training and Customized Job Training. (This may be done in partnership with CBE's Business Services Division.)

Training Services are defined as services designed to equip individuals to enter the workplace and retain employment. Training Services may be provided to WIA eligible adults, youth and dislocated workers who have met the eligibility requirements and received at least one intensive service and are still unable to obtain or retain employment. CBE sets the ITA policy annually.

Training services may include:

- Occupational skills training, including training for nontraditional employment, provided through ITA(s) for adults and dislocated workers
- On-the-job training
- Programs that combine workplace training with related instructions, which may include cooperative education programs
- Skill upgrading and retraining
- Adult education and literacy activities, where they are integrated with other training services

Respondents must support the guiding principles described above and achieve at least the minimum work components outlined below. First and foremost, the contractors will function as fully integrated partners in the One-Stop System without regard to the organizational mission of the selected contractors.

The contractors will be expected to work closely with CBE to bring a community presence to the One-Stop System. CBE expects the successful bidders to assist in building a workforce development system and ensure successful tracking and outcomes of individuals through the One-Stop System and any other contracted organization.

It is expected that the successful bidders will work in close partnership with CBE to provide guidance and leadership to the One-Stop System to achieve the following:

- Deliver a high-quality, consistent set of services to jobseeker and employer customers
- Ensure a mix of services that allows the system to serve a diverse customer base
- Coordinate services and funding to support customer access to and success in postsecondary education
- Support customers progress toward economic self-sufficiency

- Promote industry sector and employer-driven strategies
- Maintain and consistently improve the integration of services and service providers within the One-Stop System
- Ensure high levels of accountability, cost-efficiency, and innovation to maximize resources and customer satisfaction
- Focus on special populations and jobseeker needs as identified in collaboration with CBE
- Adopt innovative approaches for service delivery using national best practices

#### **D. Attributes of CBE's One-Stop System**

CBE's One-Stop System will meet the needs of the workforce of Flagler and Volusia Counties by ensuring that the following attributes are prevalent in all services offered through CBE's One-Stop System:

Universality – efficient and timely access to a wide variety of business and job-seeker services on the basis of need.

Customer driven – a system that continuously assesses customer needs – what, when and where.

Customer choice – customers will be empowered to obtain the services and skills they need to enhance their employability by knowing where and how they can get information, training and access to consumer information.

Integrated – a seamless, functional coordination of services through joint development of vision, goals, service strategies, resource allocation and management.

Accountable – performance-driven, outcome based systems that use management information systems, customer feedback and other tools to assess program success.

For youth, adults and dislocated workers (such as those who lose their jobs because of permanent layoffs or plant closings), measures for the rates of entry into unsubsidized employment, job retention, post-placement earnings, and acquired education and skill standards for those who obtain employment have been established. These measures apply to both statewide and local performance. Measures have also been established relating to customer satisfaction of both participants and employers.

#### Continuous Improvement

CBE is committed to ensuring that our One-Stop System operates at a high level of quality and meets the expectations of our customers.

Therefore, in order to fit into the system design, proposals must incorporate these attributes and all services must be delivered through, or be accessible through, the One-Stop System.

#### Competency

CBE will offer the necessary training to contractors on the documents, operating procedures, and the management information system requirements that are specific/unique to WIA/WTP/WP/FSET and Veteran Programs within certain limitations. It is a requirement that contractors have the professional experience, prior training and applicable professional judgment within their staff/organization to perform and accomplish the proposed goals, objectives and activities submitted in accordance with all programs with this RFP.

All contractors will also be responsible for adherence to the One-Stop System's Operations Manual.

## **E. Objectives of CBE's One-Stop System**

### Our Vision:

To be the premier organization for employment and training solutions to the business and workforce of Volusia and Flagler Counties.

### Our Mission:

To provide innovative, customized employment and training solutions to support economic prosperity in collaboration with economic development, education, Chambers of Commerce, community-based organizations, local governments and active business partners.

### Our Values:

- All customers (internal, job seeker, and business) deserve a meaningful, timely response to their needs.
- The One-Stop System is committed to quality service.
- Economic self-sufficiency is possible in Flagler and Volusia counties.
- One-Stop System personnel strive for gaining and maintaining knowledge about all One-Stop Employment System services.
- One-Stop System personnel are committed to increasing community awareness of the One-Stop System services.

### Our Seven Strategic Goals:

- Sustained and Valued Partnerships
- Continuous & Accurate Business Intelligence
- Qualified Talent Pool for Today and Tomorrow
- Effective One-Stop System
- Effective Regional, State and Federal Partnerships
- Effective Use of Funds
- Effectively Guide Youth Towards Success

All proposals must be geared to result in meeting the vision and strategies of CBE.

## **II. Services Solicited Under this RFP**

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The proposers selected will deliver a fully integrated menu of services to job seekers and businesses in collaboration with CBE's Business Services Division and the One-Stop System Services.

Successful programs will include (but not be limited to):

- Proactively recruiting and training individuals who are historically underserved is an important role of the One-Stop System. It requires creative outreach efforts and community partnerships from CBE and flexible and innovative training solutions from the region's training providers. By assisting these targeted groups in obtaining employment with a path to self-sufficiency, the system aims to eliminate reliance on public support.
- Significantly improve outreach efforts and services to job seekers and businesses by viewing employers to be principal customers within the One-Stop System and pivotal partners to a well-functioning workforce development system. These efforts will be done in conjunction with CBE's Business Services Division and Communications Department.
- Continue to develop and enhance our workforce development system by focusing on a fully coordinated and integrated customer service strategy that is market driven and offers value-added services to our job seeker and employer customers.
- Have a strong working knowledge of and continued desire to learn about the community's leading industry/occupation sectors, economic development and education.
- Manage and provide the services described in the RFP using the current service delivery system located in the existing three full service One-Stop System centers and other access points such as Mini Career Links.
- Quickly adapt to changes in policies, procedures, priorities, service delivery design, etc.
- Establish and maintain a continuous improvement process that includes data collection, reporting, data analysis and corrective action mechanisms to ensure that performance goals are achieved.
- Focus on accountability for outcomes, especially job placements that lead to self-sufficiency for jobseekers either through the initial placement or through an established career pathway.
- Maintain a close working relationship with all partners and improve their involvement in, utilization of, and provision of resources to CBE customers.
- Provide leadership that exemplifies partnership, flexibility, creativity and innovation by being an organization that will go beyond minimum contractual

obligations and demonstrate leadership and skillful communication to offer effective and efficient service delivery throughout the one-stop system.

- Reduce the difficult and lengthy transition process for our customers by ensuring staff are trained and have the tools necessary to succeed.
- The Florida Negligent Hiring Statute holds an employer responsible for any willful unlawful act of an employee while on the job. Therefore the contractor must perform background checks on all current staff members including owners/presidents/managers and new hires.

### **III. Service Strategies/Scope of Services for One-Stop System Services**

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All proposers shall respond to the items below within the specific scope of work in this RFP as appropriate:

1. Discuss the proposed services your company will be providing, and discuss any innovative, creative or non-traditional aspects of the proposed program(s) design.
2. Describe your ability to immediately implement the program at the start of the contract.
3. Identify and discuss innovative outreach strategies that will be implemented to recruit and enroll the following populations:  
Universal Customers  
Target populations:
  - Dislocated Workers
  - Food Stamp recipients
  - Individuals with disabilities
  - Ex-offenders
  - Mature workers
  - Unemployment Insurance Claimants
  - Adults (including low-income)
  - Welfare Transition Program Participants
  - Low-income Youth
4. Discuss how you plan to assist job seekers in their progress to achieve economic self-sufficiency.
5. Describe how your program(s) will contribute to the success of the job-seeker and business customers of the One-Stop System.
6. Describe how your program(s) will promote customer advocacy and customer choice.
7. Describe any partnerships your organization has established in Volusia and/or Flagler Counties that will benefit the customers served through CBE's One-Stop System.

8. Describe your service provision model. Detail your approach for positive interaction with job seekers.
9. Describe your placement strategies to help job seekers transition into unsubsidized employment.
10. Describe the reasonableness of your proposed budget in achieving your proposed outcomes.
11. Discuss the proposed service location(s).
12. Describe your experience with, and the capacity to use, complex data tracking systems for tracking customer outcomes and overall program performance. List examples of databases your company has experience using.
13. Describe any other tracking mechanisms and reporting that will be used by your program(s).
14. Describe your organizations record keeping policies. Please include your methodology on maintaining client records and how you will include the CBE's electronic, paperless record-keeping system in your practices.
15. Discuss your internal monitoring process to ensure that services are delivered in accordance with the administrative and programmatic requirements of CBE. Describe your schedule for monitoring, the process for implementing corrective action and the method to disseminate findings and other relevant information to appropriate staff.
16. Describe any in-kind services and contributions to the program(s).
17. Provide the proposed participant cost. Cost reimbursement is not to exceed fifty percent (50%) of the contract amount.
18. Describe the structure of staff to meet program requirements with an organization chart, narrative description of organizational structure and work flow charts.
19. Describe how all applicable mandatory requirements will be met.
20. Describe your training and development programs that will assure that all personnel assigned to perform this program's tasks shall be capable and qualified in the work assigned to them.
21. Describe how your company will be positioned to respond to requests to provide services, including volunteer income tax assistance, disaster assistance and national emergency grants and other sub-grants programs funded through non-traditional means.

### Performance

Describe specific goals and projected outcomes for the program. Describe your goals for the program, including target populations served.

Proposals must incorporate performance indicators. Please describe in detail how any of the following outcomes and deliverables will be met and provide proposed performance outcomes.

- a) CBO/FBO usage - describe how outreach may be conducted in our community through Community Based and Faith Based Organizations.
- b) Collaborative Work Environment - describe the relationship between your organization and the other partners in the One-Stop System to include how you will position your management team and staff as a visible, active partner in the One-Stop System.
- c) Communication Plan - describe your plan of communication with internal and external customers.
- d) Community Involvement - describe how your organization will participate in hosting events in each full-service center and participating in community events.
- e) Continuous Improvement Plan - describe your continuous improvement plan for the One-Stop System in partnership with other providers.
- f) Customer Satisfaction - Individuals (WIA & WP) (any state and local surveys) - describe how a high satisfaction rate will be maintained among customers.
- g) File Reports/Data Quality - describe your organization's processes to maintain file integrity.
- h) Internal Customer Satisfaction (local survey) - describe how an eighty percent (80%) satisfaction rate will be maintained among your organization's staff and partner staff.
- i) Job Orders Filled - describe processes that will assist filling job openings posted from local businesses.
- j) Youth Outreach - describe how your program will work with youth providers in an integrated manner within One-Stop System.
- k) WTP participation rate - describe processes that will ensure at least a fifty percent (50%) participation rate.
- l) Diversion and Transitional Services – discuss how upfront diversion and WTP transitional services will be delivered.
- m) Key Measures – describe how key measures will be met, including retention goals, credential rates and low recidivism.
- n) Staff Certification – describe how staff will be certificated in Tier I in the State of Florida's Professional Development (Dynamic Works) and other certifications as approved and agreed upon in a timely manner. This also includes a minimum of 15 relevant training hours each year per staff member.
- o) Staff training/orientations (include cross training) - describe any processes to cross train staff in the appropriate positions within the One-Stop System.

#### Transition Plan (maximum one page)

An “investment” will be required of any new agency selected to provide services; that investment being uncompensated time and effort in training new staff, transitioning from the current provider to a newly selected agency, etc. in order for services to begin with no interruptions on July 1, 2012. Describe how your organization will deal with this investment in order to conduct an orderly transition from the current provider to ensure that there is no disruption in services or negative impact on our customers. Detail the action steps, strategies and the timelines with specific dates for transitioning the services requested under this RFP. This should be presented in table format. It is important for proposers to understand that the infrastructure for delivery of services is in

place and that no break in services to customers of the One-Stop System can be experienced as a result of a transition.

CBE is issuing this Request for Proposals (RFP) to solicit agencies with the expertise to design, administer and deliver specific services to the eligible workforce of Flagler and Volusia Counties.

These services are:

- ✓ Employability Skills/FSET
  - ✓ Career Planning
  - ✓ Case Management
  - ✓ Other Programs where need is identified
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## **Employability Skills/Food Stamp Employment & Training Program Statement of Work**

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CBE is seeking proposals to provide Employability Skills, including gateway services, workshops and basic hard skills training, and Food Stamp Employment & Training (FSET) case management services within CBE's One-Stop System. These services will be offered through one service provider.

In addition to the appropriate listed tier services in this RFP, proposals for Employability Skills/FSET should address how these specific services will be provided to eligible individuals, including, but not limited to:

### **Gateway Services**

- Overview/orientation
- Initial Assessment
- Workshops
- Training for internal and external customers
- Hard Skills Training
- Food Stamp Training & Employment Program (clearly identifying strategies to engage participants for a voluntary as well as a mandatory program)
- Job Placement

Proposals must clearly and concisely define how such services will be delivered through various cutting-edge, innovative means to ensure a fresh approach to a rapidly changing, technology-based world. Additionally, proposals must address how this fresh approach will address the needs of job-seeker customers who are unfamiliar and uncomfortable with modern technology.

## **Career Planning Statement of Work**

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The CBE is seeking proposals for services that will assist all participants of the One-Stop System who have not met her/his employment goals through core services and who choose or are mandated to pursue additional One-Stop System services. Career guidance services include, but are not limited to, assessment, career counseling and planning, and brokering of educational and financial information including scholarships available through the CBE's One-Stop System funding.

In addition to the appropriate listed tier services in this RFP, proposals for career planning should address how these specific services will be provided to eligible individuals, including, but not limited to:

- Staff-Assisted Assessment
- Career Guidance
- Brokering of Educational and Financial Information
- One-Stop System/CBE job-seeker customer volunteer recruitment and training
- Services to professional level job seekers
- Networking services to other targeted job-seeker groups
- Job placement

## Case Management Statement of Work

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CBE is seeking proposals for the delivery of adult workforce development services within our One-Stop System in Flagler and Volusia Counties. This unit of our One-Stop System is called “Adult Program Services Unit.”

Adult program services are categorized as core, intensive, training and follow-up services regardless of funding stream. The service provider will be responsible for ensuring that services are provided in accordance with WIA, WTP, state and local policies.

In addition to the appropriate listed tier services in this RFP, proposals for case management should address how these specific services will be provided to eligible individuals through WIA and WTP programs, including, but not limited to:

- Plan to Meet WTP Benchmarks:
  1. Low Blank JPRs/Zeroed out
  2. High Countable Activity
  3. Low Deferred Rate
  4. Assessment of Plan for individuals within 30 days of case opening to Cash Assistance
- WTP Upfront Diversion
- Work Registration
- Objective Assessment
- Community Referrals
- Training and Individual Training Accounts (ITAs)
- Support Services
- Community Work Experience
- Relocation Services
- Cash Severance
- Job Placement
- Follow Up

## **Other Programs for Adults**

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This Statement of Work allows for proposals not directly outlined by the previous Statements of Work. Emphasis should be placed on the appropriateness of the activity to local employment needs and attainment of CBE's corporate goals.

CBE will consider innovative pilot programs that will assist the One-Stop System in meeting the goals established. Funding provided by CBE per pilot program will not exceed Twenty-five Thousand Dollars (\$25,000.)

A critical responsibility of providers of employment and training services for the One-Stop System is the on-going close coordination with CBE's One-Stop Management Team. All proposals submitted under this Statement of Work must thoroughly describe how the proposed program will be integrated into the existing system and how it will enhance, not duplicate, current services.

## **IV. Service Strategies/ Scope of Service for Youth Programs**

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### **Design and Elements**

The overall goals for the use of the WIA youth funds supporting CBE's Request For Proposal are to assist economically disadvantaged youth ages 16-21 to attain major educational achievements, skill development and employment. Services must be designed and delivered in a manner that maintains focus on and is relevant to educational achievement, job placement and career development while helping youth succeed as adults and meet the needs of employers. This can be accomplished through a variety of youth development strategies such as:

- Tying services to labor market needs
- Creating effective connections to local and regional employers
- Developing meaningful connections between academic and occupational learning
- Receiving education and attaining the level of basic skills required for success on the job
- Providing education relevant to the job market particularly in the CBE's identified high growth industries as well as introduce the youth to all types of demand occupations along with career ladder options
- Creating pathways to post-secondary educational opportunities
- Familiarizing youth with community services and programs in order to avail themselves of those services as needed to address family and community issues
- Providing services and activities that promote youth leadership and positive self-image through group and community service work
- Providing follow up services
- Conducting outreach and recruitment

The CBE is seeking year round programs that offer innovative strategies and processes for improving educational levels and enhancing immediate and future employment prospects by integrating academics, career planning activities, and/or leadership development, with related work readiness training, work experience or occupational skills training. All programs must be designed to improve the successful outcome of each youth with an emphasis on strong linkages between academic and occupational skills learning, work readiness and/or preparation for post-secondary education or unsubsidized employment opportunities. At its core, the CBE is seeking bidders that will:

- Identify and serve the most at-risk youth, as defined by CBE
- Provide youth with multiple paths to recognized education credentials
- Prepare youth for employment in emerging high growth industries
- Transition youth to long-term employment positions before exit
- Maintain the highest quality of services while producing measureable results
- Track youth through the life of their program participation

- Track youth through follow up for twelve months after exiting program

Each of the following elements is to be present in the proposal/program:

### Outreach

Outreach and recruitment may occur through referrals from the CBE's One-Stop System, partnerships with other community agencies and the community at large. Proposals should describe the development, and healthy retention of, relationships with local agencies providing youth services (i.e. Department of Juvenile Justice, foster care agencies, county school districts, etc.) and the method for outreach and recruitment.

### Screening

The provider(s) of youth services will complete a pre-screening of each potential youth. It is during this process where the provider and youth determine if the youth program is the best fit for the goals of the youth. Final selection of those enrolled into each program is the responsibility of the providers and should ensure through an intensive screening that their program meets the needs of the youth and that the youth is in a position to benefit from the services of the provider. Any eligible youth who is not enrolled in services at a contracted program must be given the referral information regarding the full array of applicable or appropriate services available through local programs including CBE's OneStop Systems and its partners/providers. In addition, youth should be given referrals for further assessments and services if determined appropriate (i.e. substance abuse, housing assistance, etc.). Programs are strongly encouraged to link and share information with other local youth service providers in order to meet the individual needs of all youth. Should it be determined that the program's services do not meet the needs of the youth, describe how you will help refer the youth to outside resources.

Proposals should describe the entire screening process that will take place for each potential program applicant.

### Intake/ Enrollment

The provider(s) of youth services shall work with the CBE's One-Stop System to complete the application and eligibility. Proposals should describe the relationship between your intake process and the One-Stop System eligibility process.

Proposals should describe how enrollment will be accomplished after an applicant's eligibility has been established.

### Assessment/ Orientation

The contractors are responsible for conducting an initial assessment of all youth and will provide all youth with a program orientation regarding the full services that are available through WIA youth programs and through the CBE's One-Stop System.

Objective assessment includes all assessments in which the youth participates. These assessments include, but are not limited to the Test of Adult Basic Education (TABE) and specialized assessments provided through other providers. Assessment shall be an on-going systematic process of gathering and evaluating a variety of information on the skills, abilities, interest/values, physical capabilities, work experiences, education and training needs, work attitudes, life situations, family issues, and financial status of the youth.

Assessment includes the identification of youth's training and supportive service needs and interests to be used in the development of a career plan to address those needs.

List and describe how an assessment of the academic skill levels and service needs for each youth will be provided and used to best meet their needs. All assessments are done in conjunction with the youth's input.

### Individual Service Strategy (ISS)

The Individual Service Strategy (ISS) is co-authored with each youth. These career plans, developed for and with the youth, are based upon the objective assessment and are designed to identify primary educational and employment goals (see guidelines below). All youth determined to be basic skills deficient must be measured by pretests administered within sixty (60) days prior to enrollment and at regular intervals thereafter for literacy and numeracy levels and gains. The ISS must be reviewed at a minimum quarterly, or more often as needed, with the youth to evaluate progress and make any needed adjustments. The ISS is a "living document" and the foundational plan for the services a youth receives. This continued evaluation will ensure progress toward the achievement of the youth's employment goals, training objectives, and advancement of one or more educational functioning levels within the program year.

Your proposal should describe your career plan process and how it will put emphasis on the individual youth and their needs. Describe how you will develop, document, implement and maintain an ISS for each youth so that it meets the individualized needs of that youth.

### Goals:

- All youth determined to be basic skills deficient at the time of enrollment must have a basic skills goal as their first goal assigned.
- Goals cannot be open longer than one calendar year
- Goals should be developed and designed in conjunction with the youth and should be attainable within one year

Describe what implementations you will make to ensure your attainment of a positive goal outcome rate.

### Case Management

Case managers and youth work together in a documented, goal-oriented, youth-centered process that extends from recruitment through follow-up. The case manager motivates youths and coordinates services and information to prepare them for post-

secondary educational opportunities, academic and occupational learning, or employment/training opportunities, as appropriate. The case manager will assist youth with developing the skills to navigate through the needs that may occur outside of their academic environment by encouraging/ mentoring development of life skills and utilizing resources to help maintain a steady and stable home.

Describe your case management processes and how those processes contribute to the success of your youth.

### Support Service Coordination

Providers of youth services shall assist in accessing supportive services for the youth of their program. Support services shall include, but are not limited to, childcare, transportation, limited medical services, clothing and other ancillary items required for training or employment.

Describe your support service processes and how those processes contribute to the success of your youth.

### Work Experiences

Work Experiences are planned, structured learning experiences that take place in a workplace for a limited period of time. Work experience may be paid or unpaid. Work experience workplaces may be in the private, for-profit, non-profit, or public sector.

Work experiences are designed to enable youth to gain exposure to the working world and its requirements, assisting the youth in acquiring the personal attributes, knowledge and skills needed to obtain a job and advance in employment. The purpose is to provide the youth with the opportunities for career exploration and skill development and is NOT to benefit the employer, although the employer may, in fact, benefit from the activities performed by the youth.

CBE will partner with providers to create a successful paid work experience program. Worksite placements that will result in meaningful work opportunities will be provided through referrals from CBE's Business Services Division. CBE will also be responsible for the payroll services involved in paid work experiences. For a successful experience the youth will need excellently toned soft/ employability skills. Explain how your program will develop these skills with each youth, creating individualized and realistic options for them to become part of our community's talented and successful workforce.

### Record Keeping

Providers of youth services will record all activities with a youth though timely and accurate case notes, applications, enrollments, goals, both planned and achieved, program outcomes and follow ups. These items will be entered into the CBE's designated computer system, Employ Florida Marketplace (EFM) and will be available to service providers throughout the system. All successful bidders will be required to use EFM to record and track all youth activities and program services. Reports generated from EFM will be utilized to determine program performance by the service provider, CBE and the state of Florida. All files and supporting documentation used must be accurately scanned into CBE's paperless system, LaserFiche. Therefore, knowledge of the systems, accuracy, and timely entry of information are critical.

Systems training will be facilitated by CBE, but it is the contractor's responsibility to ensure on-going staff expertise and cooperation. Providers will have direct responsibility for data entry of all information; proposals should explain the timely processes for required record keeping.

In addition, contractors may be asked to provide additional documentation or information not accessible through EFM to evaluate performance outcomes, as well as program strengths and weaknesses. Contractors will be required to provide this information monthly and will be evaluated each month through meetings with the Youth Services Manager as well as through quarterly monitoring either by CBE's Quality Assurance Team or by the Department of Economic Development's monitoring.

### Performance

Proposals for youth programs must incorporate the following performance indicators for services provided to youth.

1. Goals Attainment Rate: Attainment of basic skills and, as appropriate, work readiness or occupational skills and attainment of high school diploma (or the equivalent). Measured annually from the anniversary of the enrollment of younger youth.
2. Literacy/Numeracy Gains: Of those youth who are basic skills deficient, the percentage who increase one or more educational functioning levels within one year of participation.
3. Secondary School Diploma Completion Rate (includes GED): Attainment of a high school diploma (or the equivalent.) Measured when the youth completes the training activity and a program outcome is completed. Individuals included in measurement – those youth receiving services who were in school at time of application or who enroll in education during the time of participation and are not marked as remained in school at the program completion.
4. Entered Employment Rate: Measured during activity or when an individual completes a workforce development activity.
5. Earning in Employment: Measured six months after an individual completes a workforce development activity.
6. Retention in Employment: Measured six months after an individual completes a workforce development activity.
7. Customer Satisfaction Survey: Providers of services to WIA youth must involve themselves in the surveys conducted of CBE's external customers (businesses and youth.) Providers will have performance benchmarks tied to customer satisfaction.

Measures will be negotiated at time of contract awards.

Describe how relative performance will be achieved and result in positive success for youth enrolled in your program.

### **Youth Target Populations**

Eligibility criteria for funding Workforce Investment Act (WIA) services under this RFP are limited to youth residing in Flagler or Volusia County who are also:

1. Age 16 through 21 **and**
2. Economically disadvantaged based on a maximum of the seventy percent (70%) current lower living standard (LLSI) guidelines: [www.doleta.gov/llsil/2011](http://www.doleta.gov/llsil/2011) **and**
3. A citizen of the United States or a non-citizen who is authorized by the Immigration and Naturalization Service; **and**
4. In compliance with the Selective Service Act (only relevant for males 18-21); **and**
5. Has the ability to benefit from services

The youth must also fall into one of the following three targeted groups:

1. Youth is at risk of not earning HS Diploma or equivalent AND is referred by school **or**
2. Youth has earned a HSD or equivalent and is
  - A parent or pregnant **or**
  - Offender (is or has been involved with the juvenile justice system) **or**
  - Currently in foster care or has aged-out of foster care **or**
  - Disabled **or**
3. Youth has dropped out of high school and is not currently enrolled in any alternative educational program.

### **WIA Elements**

Each bidder is responsible for ensuring that all ten of the WIA Youth program elements are accessible to all enrolled youth as needed, either directly or through community partnership(s). Which of these ten services will be accessed by a youth will depend upon the needs and outcome goals documented in her/his ISS.

If any of these ten services are provided outside of the bidders' organization, bidders must have clear processes in place for determining how youth are referred to these services, how services and related youth progress are tracked, and how leveraged resources are identified and managed.

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.
2. Alternative secondary school offerings, as appropriate.
3. Summer employment opportunities for in-school youth must be directly linked to academic and occupational learning.
4. Preparing for and succeeding in employment, through paid and unpaid work experiences, including internships and job shadowing.
5. Occupational skills training, development of primary occupational skills to perform tasks and technical functions required by specific occupational fields. Instruction in job specific and basic skills in a specific job or industry should be related to local labor market demand. Bidders must make every effort to utilize other funding sources to pay for occupational skills training (e.g., Pell grants and other aid available through community and technical colleges, and WIA adult resources for older youth.)

6. Supporting Youth Development, through opportunities that encourage responsibility and other positive social behaviors. Activities may include exposure to post-secondary opportunities; community service and service learning projects; peer-centered activities, including peer mentoring and tutoring; organizational and team leadership training; training in decision making, including determining priorities; and citizenship training, including life skills training.
  7. Supportive services that may include linkages to community services and/or assistance with transportation, child care, housing, referrals to medical services, appropriate work attire and work-related tools.
  8. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.
  9. Adult mentoring for a duration of twelve (12) months may occur during both program participation and follow-up. The CBE recognizes a gap in the availability of mentoring services for youth. However, bidders are encouraged to provide this element or describe how this element will be delivered through a partnership.
  10. Follow-up services for at least 12 months after exiting the program to ensure continuity of services and progress towards the performance outcomes. Follow-up services must be provided by the same program that provided case management during participation. The types of services provided must be based on the needs of the individual. Bidders are encouraged to develop partnerships with other youth programs and to leverage additional funding to support follow-up services. However, the bidder will be responsible for coordinating follow-up, gauging its effectiveness and appropriateness, maintaining appropriate periodic contact with the youth, and documenting all activities. Follow-up services should include when applicable:
    - leadership development; supportive services; regular contact with the youth
    - employer, including addressing work-related problems that arise; assistance with
    - job development, career development and further education; work-related peer
    - support groups; adult mentoring; and
    - tracking the progress of youth in employment after training.
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## **Other Programs for Youth**

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This Statement of Work allows for proposals not directly outlined by the previous Scopes of Work. Emphasis should be placed on the appropriateness of the activity to local employment needs and attainment of CBE's corporate goals.

CBE will consider seeking innovative pilot programs that will assist the One-Stop System in meeting the youth goals established. Funding provided by CBE per pilot program will not exceed Twenty-five Thousand Dollars (\$25,000).

A critical responsibility of providers of employment and training services for youth is the on-going close coordination with CBE's One-Stop System. All proposals submitted under this Statement of Work must thoroughly describe how the proposed program will be integrated into the existing system and how it will enhance, not duplicate, current services.

## V. Request for Proposals (RFP) Information

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### A. Contact Person

Contact person for this RFP:

Ms. Lori McMullin, APR, Director of Business Operations & Communications  
Center for Business Excellence  
329 Bill France Blvd.  
Daytona Beach, Florida 32114  
[lorimcmullin@cbe-fvc.org](mailto:lorimcmullin@cbe-fvc.org)  
(386) 323-7087

### B. Respondent Disqualification

***Below are the items that CBE considers critical to responsiveness in a proposal. Failure to meet any of these stipulations will result in non-responsiveness and your proposal will be disqualified.***

**CBE must receive all proposals no later than Thursday, March 15, 2012 at 5:00 PM, EDT.** Any proposal received later than the specified time will not be considered in CBE's evaluation process. **Facsimiles or electronic copies will not be accepted.**

Proposals must be received in a sealed envelope. Proposal packages must include two (2) originals and twenty (20) hard copies along with one (1) copy on either a computer disk or jump drive and must be received by CBE on or before the specified due date. **Originals must include original "wet" signatures**, all proposal information and attachments, including last available audit. The twenty copies do not require original signatures or attachments. Proposals without the required number of originals with "wet" signatures and the required number of copies will not be considered in CBE's evaluation process.

**The originals and copies must include all the required forms as specified in this RFP.** Proposals without the attached required forms completed in full will not be considered in CBE's evaluation process.

### C. Bidders' Workshop and Inquiries

CBE will host a bidders' workshop on Tuesday, February 10, 2012 at 9:00 a.m. EST. The workshop will be held at the CBE's administrative office, 329 Bill France Blvd., Daytona Beach, Florida. For directions call (386) 323-7074.

All potential respondents are strongly encouraged to attend the bidders' workshop since this will be the best opportunity for having technical and other concerns addressed.

All inquires submitted to CBE must be submitted at the bidders' workshop or in writing to CBE on or before the close of business on February 16, 2012. Questions must be submitted electronically to [lorimcmullin@cbe-fvc.org](mailto:lorimcmullin@cbe-fvc.org). All inquires, responses and the minutes from the bidders' workshop will be posted on CBE Web site at [www.centerforbusinessexcellence.net](http://www.centerforbusinessexcellence.net) as questions are received and answered. Final posting will be complete on or before February 22, 2012.

CBE will not address any questions or issues beyond the realm of technical assistance after February 13, 2012.

It is the intention of this procurement process to promote equal information dissemination and equitable treatment of all proposers.

#### **D. Who Can Submit a Proposal**

All public or private not-for-profit corporations, local education entities, governmental units, public agencies, community-based organizations, faith-based organizations or private-for-profit corporations, properly organized in accordance with State and Federal law may submit a proposal for funding. Minority and women-owned and operated business are encouraged to submit a proposal.

No entity may compete for funds if (1) the entity has been debarred or suspended or otherwise determined to be ineligible to receive federal funds by an action of any governmental agency; (2) the entity's previous contracts with CBE have been terminated for cause; (3) the entity has not complied with an official order to repay disallowed costs incurred during its performance of programs or services; or (4) the respondent's name appears on the convicted vendor list.

Each respondent submitting a proposal in response to this RFP agrees that the preparation of all materials and all presentations are at the respondent's sole cost and expense and CBE shall not, under any circumstances, be responsible for any costs or expenses incurred by a respondent.

#### **E. General Guidelines**

CBE is not seeking elaborate proposals. Brief narratives are requested that specify and clearly define the proposed services and document qualifications. Responses should illustrate experience with populations targeted and an in-depth knowledge of the fiscal, administrative and programmatic requirements of the multiple funding streams utilized by CBE.

Proposers must submit two (2) original "unbound" and twenty (20) bound hard copies, along with one copy of the proposal and forms on either a computer disk or jump drive. The originals must be marked as "original" on the proposal cover sheet and must bear the actual "wet" signatures on the administrative capability forms of the person authorized to sign the proposal.

Print all narratives on 8 ½ x 11" plain white paper with margins of 1" on each side. All narratives must be printed in 12-point font size and double spaced. All copies must be printed on one side only. Three ring binders, spiral binding, plastic binding, company "logo" cover sheets, etc., should be excluded from submissions. Acceptable binding is a staple in the upper left hand corner on the copies only.

Each narrative should contain a heading that clearly indicates the narrative category you are responding to; keep narratives as concise as possible while providing all critical information.

Each page of the proposal should be numbered sequentially at the bottom of the page. These page numbers should then be reflected on your table of contents.

## **F. Authorized Signature**

An official authorized to legally bind the applicant organization must sign **two original proposals**. Your proposal must also provide the following information: name, title, address and telephone number of the individual(s) with the authority to negotiate and contractually bind the applicant organization. Your proposal must also include the name of the contact person of the applicant organization during the period of proposal evaluation if different from the signatory official.

## **G. Limitation**

CBE is requesting proposals with the intent of awarding contracts for the requirements contained in this RFP. However, CBE is not obligated to award a contract on this solicitation and reserves the right to reject any and all proposals.

CBE reserves the right to cancel in part, or in its entirety, this RFP if it is in the best interest of CBE to do so. CBE may require the bidders selected to participate in negotiations or to submit revisions of their proposals.

## **H. Acceptance of Proposals**

CBE must receive all sealed proposals no later than March 12, 2012 at 5:00 p.m. EDT. Deliver proposals to:

Mr. Richard Fraser  
President  
Center for Business Excellence  
329 Bill France Blvd.  
Daytona Beach, Florida 32114

CBE will not accept any changes, modifications or additions to the proposals after the deadline for submitting the proposals has passed. Any addendums submitted by the proposer prior to the March 12<sup>th</sup> deadline must be sealed with "Addendum" clearly marked on the package.

CBE reserves the right to waive any minor technical irregularity.

## **I. Withdrawal of a Proposal**

Any organization that has submitted a proposal to CBE on or before March 12, 2012 at 5:00 p.m. EDT and who finds it necessary to withdraw their proposals must submit their request in writing to CBE.

CBE will not return proposals, binders or exhibits. All proposals become the property of CBE and will be a matter of public record subject to the provisions Section 185, WIA and of Chapter 119, Florida Statutes. However, public access is not allowed if: (a). Disclosure of information would constitute a clearly unwarranted invasion of personal privacy; and (b) the information constitutes a trade secret, or commercial or financial information that is obtained from a person that is privileged or confidential.

## **J. Proposal Evaluation**

The primary responsibility for proposal evaluation will reside with CBE Board of Directors or a Committee(s) thereof. The perceptions of the members, based on their

collective experience regarding employment and training needs within the community, cost, program design and any other variables the members deem relevant to the provision of a quality program, will form the basis for proposal evaluation. All proposals will be ranked in order of preference and not scored.

#### **K. Notice of Contract Award**

The contract may be awarded, based on proposals received, without discussion of such proposed programs with the bidders. Therefore, each offer should be submitted in the most favorable terms, from a price and technical standpoint, that the bidder can make to CBE Board of Directors.

The notice to all proposers, including intended contract awardees, is expected to be made no later than April 30, 2012.

#### **L. Protests or Disputes**

Any proposer denied funding through this RFP, that wishes to appeal, must appeal in accordance with CBE's Provider/Contractor Appeal Policy (see Attachment I)

#### **M. Funding Availability**

CBE will make sufficient funding available from various sources. At the time of this solicitation, CBE has not received an official notice of its allocation for programs funds. For planning purposes, please submit budgets for the program year beginning July 1, 2012 and ending June 30, 2013.

This funding level does not include other funding resources managed by CBE (e.g., Wagner-Peyser, Veterans services, etc.), however, staff from these other funding sources will be made available on a full time basis.

CBE reserves the right to adjust the contract amount as final funding information becomes available. Funding during the contract period may be adjusted due to changes in funding received.

Although this solicitation involves WIA, FSET and WTP funds, CBE reserves the right to later add additional dollars from other funding streams (such as state or federal grants) to modify any agreement resulting from this solicitation. Of course, these additional dollars will be subject to the regulations that affect those specific funding streams.

#### **N. Profit Rate**

Profit is allowed in the delivery of services. However, the total profit charged by private for-profit entities must not exceed ten percent (10%) of the total contract.

#### **O. Program Income**

Income generated by a contract funded with federal grant dollars, as a result of fees, rental, or real or personal property, the sale of commodities or items developed with contract funds, and revenues in excess of costs earned by organizations is considered program income. Program income does not include profit earned by for-profit agencies and identified and agreed to in the Contract budget. Program income must be returned to CBE.

## **P. Stand-In Costs**

Costs paid from non-federal sources that may be used to stand in for disallowed costs identified as a result of monitoring report or audit. These costs must be reported as uncharged program costs and must have been allowable under the grant for which the stand-in costs are offered. They are subject to verification through an audit and must be reported in accordance with standards set by the USDOL.

## **Q. Conditions of this RFP/Reserved Rights**

The issuance of this RFP constitutes only an invitation to present proposals. The rights reserved by CBE, which shall be exercised in its sole and absolute discretion, include without limitation, the right to:

- Supplement, amend or otherwise modify or cancel any provisions set forth in this solicitation at any time.
- Accept or reject any non-responsive or untimely responses or to reject all responses to this RFP and/or seek new proposals.
- Disqualify any respondent that submits an incomplete or inadequate response or is not responsive to the requirements of this RFP.
- Change or waive any provisions set forth in this RFP.
- Require additional information and/or oral presentation from one or more respondents to supplement or to clarify the proposal submitted.
- Determine whether the respondent's written or oral representations are true, accurate and complete or whether the respondent has adequately responded and has the necessary experience, including seeking and evaluating independent information on any respondent.
- Verify representations in the response by visiting and examining any of the project sites referenced in the proposal submitted and to observe and inspect the operations at such sites.
- Negotiate any and all proposed terms, conditions, costs, staffing level, services/activities mix, and all other specifics.
- Request a) additional data, b) technical or price revisions, or c) oral presentations in support of the written proposal.
- Conduct a pre-award review that may include, but is not limited to, a review of the respondent's record keeping procedures, management systems, and accounting and administrative systems.
- Change specifications and modify contracts as necessary to (a) facilitate compliance with the legislation, regulations and policy directives, (b) to manage funding, and (c) to meet the needs of the customers.
- End contract negotiations if acceptable progress, as determined by CBE, is not being made within a reasonable time frame.

## **R. Type of Contract**

Proposed costs will be analyzed and a contract will be negotiated on a demonstrated performance or fixed unit price basis.

No contract will be negotiated with more than a fifty (50%) cost reimbursement payment structure. All contracts awarded will have a significant portion of the funds tied to the achievement of measurable outcomes. The type of contract will be determined at the time of contract negotiation with each bidder.

#### **S. General Contract Conditions**

Should a proposal be selected for funding, the proposer will then complete contract negotiations. In order for a contract to be executed, the proposer must meet certain requirements with CBE

- All programs must be operational on or prior to July 1, 2012.
- All contractors must have current fiscal and compliance audits as required by law.
- All contractors are required to be an Equal Employment Opportunity Employer (EEO.)
- All contractors must provide a certificate of insurance for comprehensive general public liability insurance with combined single limit coverage of at least \$1,000,000 and Workers Compensation Insurance. A certificate of coverage may be submitted within thirty (30) days of award.
- All contractors are ensuring, by signing the contract, that adequate and qualified staff will be dedicated to the contracted program services.

Proposers should be familiar with the general and special terms and conditions of CBE's contracts. Attachment E of this RFP is CBE's contractual terms and conditions.

#### **T. Contract Modifications**

All contractors are ensuring, by signing the contract, that the negotiated price or services provided in a contract cannot be changed without CBE's approval and a modification to the contract. All requests for modification must be submitted to CBE with written justification prior to implementation of any changes, including costs.

#### **U. Program Evaluation**

The primary responsibility for program evaluation and oversight throughout the year will reside with CBE's Board of Directors or a committee thereof. The Quality Assurance staff of CBE will conduct regularly scheduled monitoring and evaluation of each program and service provider throughout the program year.

## **VI. Proposal Format**

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### **A. Proposal Cover Sheet**

The Proposal Cover Sheet (see Attachment A) is to be used in the submission of all proposals is included in this package. The Proposal Cover Sheet must be completed in full.

***Failure to complete this form in full may exclude the proposal from further review.***

### **B. Administrative Capability Form**

The Administrative Capability Form to be used in the submission of all proposals is included in this package (see Attachment B.) The Administrative Capability Form must be completed in full and signed by an agency officer authorized to bind the agency to all commitments made in the proposal.

The intent of this form is to assist proposers to demonstrate the management and financial capacity needed to effectively and efficiently deliver the program proposed. Narrative may also be used to strengthen the proposal. Advances will not be considered.

***Failure to complete this form in full may exclude the proposal from further review.***

### **C. Experience Reference Form**

The Experience Reference Form to be used in the submission of all proposals is included in this package (see Attachment C.) Please have the Experience Reference Form completed by any organization you want to include as a reference.

CBE reserves the authority to contact any reference submitted or contact any other known organization with whom the respondent has contracted.

Further, please respond to the following questions:

- a) Describe the management structure of your organization and/or provide an organization chart showing lines of authority. Identify any positions responsible for administration of your proposed program and briefly describe their roles.
- b) Describe how you will ensure appropriate accounting practices and fiscal controls.
- c) Describe how customer service and satisfaction information will be used to provide for continuous improvement efforts.
- d) Describe your organization's ability to ensure compliance with applicable contract provisions.

Attach to the proposal a completed resume and/or job description with qualifications for every key staff member of the respondent that would be involved in some manner in the management and/or delivery of services through the proposed program. Include this information for those assigned initially as part of the "transition" team and for those who would be permanently assigned to this project.

## **D. Table of Contents**

The Table of Contents identifies all narratives, exhibits (forms), and certifications that must be submitted with your proposal. This sequence should be followed in assembling the completed proposal.

## **E. General Program Information**

This component of the proposal must demonstrate the proposer's understanding of the services requested in this RFP.

## **F. Integration**

This component of the proposal should identify how service delivery will be integrated into CBE's One-Stop System.

## **G. Program Design**

Your narrative should provide a description of your program and services as outlined in the statement of work in this RFP and answers to the questions under Section III or Section IV of this RFP.

Clearly identify services to be provided directly within your organization, collaboration and linkages with other agencies. You must be able to demonstrate, through the narrative, that all agencies providing services have previous, successful experience in providing those services.

## **H. Insurance**

Providers are required to carry insurance on their employees and liability sufficient to cover any losses. Describe your insurance coverage and attach a certificate of insurance that verifies coverage, if one exists. Note: A commitment of insurance from a reputable carrier will be required as part of the contract process.

## **I. Collaboration**

Describe any non-financial or financial partnerships you have established for the proposed program. Describe who is involved, the roles of each partner and how you will coordinate with each other. Describe in-kind services and contributions being made by the partners.

For non-financial partnerships attach letters of intent from partners.

For financial partnerships a collaborator agreement must be completed by each collaborating agency with whom the proposer (Lead Agency) will have a formal agreement for the provision of services. The authorized representative of each collaborating agency must sign the agreement. The collaborator agreement(s) must be included in your proposal package (see Attachment D for a sample Collaborative Agreement Form.)

It is understood that Lead Agencies may enter into agreements or subcontracts with eligible entities for the provision of the services required with the approval of CBE. Any and all such agreements or subcontracts shall include all of the terms and conditions of this RFP. The Lead Agency (contracting entity with CBE) shall be fully responsible for the performance of its Contract.

Copies of all subcontracts, agreements and modifications thereto shall be forwarded to CBE.

#### **J. Terms and Conditions**

Attachment E of this RFP is the General Terms and Special Terms and Conditions of each contract of CBE. Please review these terms and conditions and indicate in your proposal that you have read and accepted these terms and conditions.

#### **K. Budget Sheet**

The Budget Sheet (see Attachments G) and the Salary Justification Sheet (see Attachment H) to be used in the submission of all proposals is included in this package.

The Budget Sheet must be completed in full. Costs included in the proposed budget cannot already be paid by another source; they must be actual costs incurred in delivering the proposed services, and these funds cannot supplant funds already received by the proposing agency.

***Failure to complete this form in full with detailed budget justification may exclude the proposal from further review.***

#### **L. Budget Justification**

Provide a narrative that justifies each proposed expense included on the Budget Sheet in terms of it being necessary, allowable and reasonable. Show the method of computation for each line item.

Give details of the organization's cost allocation method, if one is used. Identify any in-kind resources/support for the service delivery system beyond what is requested in the budget. Include each committed or proposed source of funding and the amount of that funding.

State what contingency plans are in place to repay CBE in the event that there are any disallowed costs as a result of an audit or monitoring review.

Describe how the proposing agency will financially support the costs of doing business until an invoice can be submitted and paid by CBE.

State what method of payment will be requested; either fixed unit price or cost reimbursement with a demonstrated performance basis. If a fixed unit price contract is proposed, describe in detail the proposed outcome payment points and the documentation that will be submitted to provide attainment of the outcome. If a cost reimbursement with a demonstrated performance holdback contract is proposed, provide the proposed percentage of the total cost that will be withheld (minimum is 50%) until measurable performance outcomes are achieved and documented. Describe the measurable performance outcomes to which the organization will tie payment and the documentation that will be submitted to provide attainment of the outcome.

Administrative costs/indirect costs cannot exceed seven percent (7%). Describe any indirect costs that are proposed, how the indirect cost was determined and what general costs are included in the rate.

In preparing the budget, proposers should take into consideration that CBE will directly pay for One-Stop Center facility costs (rent, utilities), equipment (desks, chairs, tables), information technology (data lines, network development and maintenance, hardware, software), customer training (tuition, books, uniforms, customized training costs), support services (child care, transportation, ancillary expenses for customers), and the majority of marketing costs (name recognition media buys, One-Stop Center signage, assistance with other One-Stop System brochure development). Therefore, proposers should not include costs for such expenses in the budget submitted with the proposal.

CBE staff will conduct an analysis of proposed costs and prices during the proposal review process. Proposers are encouraged to submit their best offer for providing the programs and services solicited in this RFP and to thoroughly describe and justify the proposed costs. This analysis shall be conducted to ensure that the proposed costs are necessary, fair and reasonable; to determine if the proposed costs are allowable and allocable; to determine there is no duplication of costs with other programs; to ensure that the costs are directly associated with carrying out the proposed services; and to ensure that the proposed costs will benefit CBE's One-Stop System.

**M. Additional Documentation to be submitted (with the two (2) original proposals only)**

- Resumes or Job descriptions of staff positions committed to proposed program
- Latest audit
- Legal Entity (proof of incorporation, 501 (c)(3), etc.)
- Certificate of Insurance
- Letters of intent from other organizations involved in the implementation of the proposed activities or a collaborator agreement
- Certifications, see Attachment F of this RFP
- Other pertinent information that may lend strength to your proposal.

Internet Web Addresses for Workforce Development Resource Information

Department of Economic Opportunity	<a href="http://www.floridajobs.org">www.floridajobs.org</a>
Dynamic Works Institute, Inc. (Workforce Training Institute)	<a href="http://dynamicinstitute.com">http://dynamicinstitute.com</a>
Federal Laws and Regulations	<a href="http://thomas.loc.gov/">http://thomas.loc.gov/</a>
Florida Labor Market Statistics	<a href="http://www.labormarketinfo.com">www.labormarketinfo.com</a>

Florida Legislation and Statutes	<a href="http://www.leg.state.fl.us">www.leg.state.fl.us</a>
State of Florida	<a href="http://www.myflorida.com">www.myflorida.com</a>
US Department of Labor, Employment and Training	<a href="http://www.doleta.gov">www.doleta.gov</a>
Federal Workforce Investment Act of 1998 (WIA)	<a href="http://www.doleta.gov/usworkforce/wia/act.cfm">www.doleta.gov/usworkforce/wia/act.cfm</a>
Wagner-Peyser Act of 1933	<a href="http://www.doleta.gov/programs/w-pact_amended98.cfm">http://www.doleta.gov/programs/w-pact_amended98.cfm</a>
Florida's Food Stamp Training and Employment Program (FSET)	<a href="http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/food-stamp-employment-and-training-program">http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/food-stamp-employment-and-training-program</a>
Florida's Welfare Transition Program	<a href="http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/welfare-transition-program">http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/welfare-transition-program</a>
U.S. Department of Labor Youth Training	<a href="http://www.dol.gov/dol/topic/training/youth.htm">http://www.dol.gov/dol/topic/training/youth.htm</a>
CBE's One-Stop	<a href="http://www.onestops.com">www.onestops.com</a>
CBE	<a href="http://www.centerforbusinessexcellence.net">www.centerforbusinessexcellence.net</a>
Workforce Florida, Inc.	<a href="http://www.workforceflorida.com">www.workforceflorida.com</a>