



**CAPITAL WORKFORCE PARTNERS  
ONE UNION PLACE  
HARTFORD, CT 06103**

**REQUEST FOR PROPOSALS (RFP)  
FOR THE FISCAL YEAR 2012-2013**

**ONE-STOP SYSTEM COMPONENTS**

**FUNDED UNDER  
THE FEDERAL WORKFORCE INVESTMENT ACT 1998  
AND  
STATE OF CONNECTICUT  
JOBS FIRST EMPLOYMENT SERVICES**

**ISSUED ON  
DECEMBER 23, 2011**

**BIDDERS CONFERENCE  
JANUARY 6, 2012**

**LETTER OF INTENT IS DUE ON  
JANUARY 31, 2012**

**RESPONSE IS DUE ON  
FEBRUARY 24, 2012 BY 5:00 P.M.**



December 23, 2011

Dear Service Provider:

Capital Workforce Partners (CWP), the workforce investment board for North Central CT, is seeking proposals from qualified organizations to deliver services in its *CTWorks* One-Stop System in the 37-town North Central Workforce Region. The successful proposer will demonstrate a deep understanding of business needs and the ability to prepare jobseekers to be competitive candidates for jobs in the region's labor market.

Instructions for responding are included in this RFP. Interested parties must submit a proposal as instructed. A Bidder's Conference will be held on Friday January 6, 2012, at 9:00 a.m., at Veeder Place, 20-28 Sergeant Street, Hartford, CT.

Interested proposers must submit a Letter of Intent to bid by January 31, 2012. The deadline for receipt of RFP responses is 5:00 p.m. Friday February 24, 2012 at CWP's administrative office located at One Union Place, Hartford, CT, without exception.

Service providers will be compensated primarily with federal Workforce Investment Act and State of CT Jobs First Employment Services funds. CWP plans to fund services with a cost-reimbursement contract. The contract period will be one year, July 1, 2012 – June 30, 2013, with the option for renewal in the second and third years, depending upon contractor performance, funding availability, and the needs of the Region.

We look forward to a response from your organization and the opportunity to work together to meet the workforce development needs of the North Central Region.

Sincerely,

A handwritten signature in cursive script that reads "Thomas L. Phillips".

Thomas L. Phillips, President/CEO  
Capital Workforce Partners

**REQUEST FOR INFORMATION  
TABLE OF CONTENTS**

**Part I. BACKGROUND AND GENERAL INFORMATION**

1. Vision and Goals for the North Central One-Stop System.....	1
2. Services Solicited .....	2
3. Procurement Timeline .....	2
4. Background Information .....	2
5. Funding Levels .....	3
6. Definitions .....	4

**Part II. GENERAL CONDITIONS & TERMS**

1. General Conditions .....	5
2. Notification and Distribution.....	7
3. Bidder's Conference.....	7
4. Proposal Delivery, Letter of Intent and Specifications .....	7
5. Non-Appropriation and Cancellation.....	8
6. Eligible Proposers and Proposal Acceptance Criteria .....	8
7. Notification of Awards.....	9
8. Appeal Procedure.....	9
9. General Contract Requirements .....	10
10. Conflict of Interest.....	10

**Part III. SPECIFICATIONS & STATEMENT OF WORK**

1. Performance Goals and Performance Measures .....	11
2. Services Solicited by this RFP .....	12
➤ Function I: Career Preparation and Customer Management .....	13
➤ Function II: Business Services .....	15
➤ Function III: Online Learning Facilitation & Capacity Building .....	17
3. Staffing Considerations .....	18
➤ A. Staff Qualifications .....	18
➤ B. Anticipated Staffing Levels.....	19
➤ C. Required Contractor Staff Positions.....	20

**Part IV. SCOPE OF SERVICE**

A. Narrative.....	23
B. Budget.....	25

**Part V. SOLICITATION PROVISIONS**

1. Proposal Instructions.....	27
2. Format /Required Attachments .....	28
3. Proposal Evaluation Criteria.....	28

Appendices:

Appendix A: WIA and General Requirements .....30  
Appendix B: JFES Requirements .....38  
Appendix C: Sample Evaluation Form.....51

Required Attachments

A. Cover Sheet .....53  
B. Assurances .....54  
C. Proposal Checklist.....55  
D. Organizational Status & Capacity checklist.....56  
E. Budget.....58  
F. Reference and Performance History Report.....67

## **PART I. BACKGROUND AND GENERAL INFORMATION**

### **1. Vision and Goals for the North Central One-Stop System:**

*Vision:* As a regional Workforce Investment Board, Capital Workforce Partners (CWP) coordinates comprehensive programs through private and public partner organizations to assist job seekers and employers in achieving their goals. These programs and initiatives are critical in developing a skilled, educated and vital workforce in Connecticut. The CWP vision for the North Central Region's *CTWorks* One-Stop System is to positively impact economic development by increasing the competitiveness of the workforce.

The goal for the North Central One-Stop System is to empower customers seeking services at *CTWorks* Centers to get to work quickly, and achieve workforce program performance.

Through issuance of this Request for Proposal (RFP), CWP begins implementation of a One-Stop service delivery model designed to achieve this goal through more closely linking workforce development with business needs.

CWP has adopted a set of guiding principles for the North Central CT One-Stop delivery model:

- Demand Driven: Business Services capacity to understand business needs and match jobseekers with current openings
- Empower customers seeking services at North Central *CTWorks* Centers to get back to work quickly, and achieve workforce program performance
- Focus on immediate career preparation and placement
- Provide short-term skill development opportunities to a greater proportion of *CTWorks* customers through Workforce Investment Act
- Maximize technology-based training options in *CTWorks* centers
- Create a competitive scholarship application process for longer-term training through Individual Training Accounts (ITAs)
- Target ITAs only to programs with proven results
- Adopt an efficient staffing structure to improve customer service and establish performance accountability

The goal of this procurement is the selection of one qualified service provider with the demonstrated capacity to engage businesses with the North *CTWorks* system, and to provide career preparation and skill development to jobseekers in order to fulfill the hiring and training needs of businesses. CWP reserves the right to select more than one provider to deliver the services.

The successful respondent to this solicitation will demonstrate the capacity to perform all functions described in Part III of this RFP at the direction of CWP.

**2. Services Solicited:** Capital Workforce Partners, the Workforce Investment Board for North Central Connecticut, herein after referred to as CWP, is soliciting proposals from service providers for the following areas of operation through the North Central workforce system and *CTWorks* One-Stop Centers:

**One-Stop System Components**

- Function A: Career Preparation and Customer Management Services
- Function B: Business Services
- Function C: Online Learning Facilitation and Capacity Building

These services are described in detail in Section III of the RFP.

Interested organizations must submit a response describing their capacity to deliver all three functions within the North Central One-Stop system. A separate cost proposal must be submitted for each function. CWP intends to select a single provider to deliver all three functions, but reserves the right to select separate providers for each function.

**3. Procurement Timeline**

Friday, December 23, 2011:	RFP Released
Friday, January 6, 2012:	Bidders Conference
Friday, January 20, 2012:	Deadline for Submission of Questions
Tuesday January 31, 2012:	Deadline for Mandatory Letter of Intent
Friday, February 24, 2012:	RFP Due Date
Week of March 5 - 9, 2012:	Evaluation of Responses
March 10 – 12, 2012:	Request for Follow-up Information and Clarification, if necessary
Thursday, March 22, 2012:	One-Stop Committee Review
Thursday, April 26, 2012:	WIB Review and Approval
Thursday, May 17, 2012:	Contract Negotiation Completed
July 1, 2012:	Contract Start Date

**4. Background information:** CWP is a private, non-profit corporation. Under the mandate of federal legislation, the Workforce Investment Act of 1998 (WIA), the Governor of Connecticut, along with the Local Elected Officials (LEOs) for the North Central Region, has designated CWP as the regional workforce investment board and administrator for the North Central Region encompassing 37 central Connecticut (CT) municipalities.

CWP's mission is to leverage public and private resources to produce skilled workers for a competitive regional economy. CWP strives to implement and coordinate an effective Workforce Development System that creates economic and employment partnerships among service providers, job seekers and employers in a way that enhances the economic vitality of all.

The Local Elected Officials (LEOs) for the North Central Region, working through the Local Elected Official Consortium, consisting of 37 chief elected officials in the North Central Region, oversees CWP. A majority of the CWP Board of Directors' members represent private sector businesses. CWP is governed by a Board of Directors and 9 chief elected officials, selected from the LEO Consortium, that represent the interests of the 37 municipalities in CWP's service delivery area.

The North Central Region includes the following 37 towns and cities:

Andover	East Granby	Granby	Plymouth	Suffield
Avon	East Hartford	Hartford	Rocky Hill	Tolland
Berlin	East Windsor	Hebron	Simsbury	Vernon
Bloomfield	Ellington	Manchester	Somers	West Hartford
Bolton	Enfield	Marlborough	South Windsor	Wethersfield
Bristol	Farmington	New Britain	Southington	Windsor
Burlington	Glastonbury	Newington	Stafford	Windsor Locks
Canton		Plainville		

**5. Funding Levels:** CWP utilizes multiple funding sources to support One-Stop operations. Funds for contractor services described in this RFP will be primarily be allocated from the Connecticut Department of Labor's Jobs First Employment Services contract funded by the State of Connecticut and from the North Central Region's allocation of federal Workforce Investment Act (WIA) funding – WIA Adult and Dislocated Worker. The contract will be executed for one year, with the option to renew for up to two years based upon funding availability, contractor performance, and regional need. CWP expects that reauthorization of the Workforce Investment Act may occur during the contract period, and therefore, CWP reserves the right to withhold renewal or cancel contracts and conduct a new procurement as necessary to comply with new statutory requirements.

Based upon the current funding in Program Year 2011/2012, CWP is projecting a total budget of \$5.4 million for the contracted One-Stop functions. This budget is intended as a guideline for proposers and is subject to change based upon final 2012/2013 State and Federal allocations. CWP has estimated front-line staffing needed for each function as follows:

- Career Preparation and Customer Management Services, 57 FTE direct service staff
- Business Services - 6 FTE direct service staff
- Online Learning Facilitation and Capacity Building - 6 FTE direct service staff

Proposers are required to provide a detailed cost proposal based on the number of positions and average salaries as specified in Section III, with associated costs for fringe benefits, service delivery materials, and general overhead/administration.

**6. Definitions:** For the purposes of this RFP, the following definitions will be used:

- **WIA:** The Workforce Investment Act of 1998.
- **Wagner-Peyser Act of 1933:** The Wagner-Peyser Act of 1933 established a nationwide system of public employment offices known as the Employment Service. The Act was amended in 1998 to make the Employment Service part of the One-Stop services delivery system.
- **TANF:** Temporary Assistance for Needy Families authorized through the Personal Responsibility and Work Opportunity Reconciliation Act of 1996; also sometimes referred to as “welfare”. TANF was reauthorized through the Deficit Reduction Act of 2005 (DRA).
- **TFA:** Temporary Family Assistance, the State of Connecticut’s public cash assistance for needy families with children. In Connecticut, this is the successor to AFDC (welfare).
- **JFES:** Jobs First Employment Services is the program administered by the CT Department of Labor to provide job preparation and employment services to TFA recipients. JFES is contracted in CT to the Regional Workforce Investment Boards.
- **Jobs Funnel:** A community-based CWP initiative to prepare individuals for careers in construction trades. Services include pre-employment and life skills training, math skills remediation, case management, and placement into apprenticeships and jobs.
- **CTDOL:** the Connecticut Department of Labor.
- **USDOL:** the United States Department of Labor.
- **ETA:** the Employment & Training Administration of the USDOL; ETA has lead in providing oversight, management and policy interpretation for WIA programs.
- **One-Stop or CTWorks:** An integrated service delivery system for labor, employment, training and education programs designed to provide an array of services to job seekers and employers and with its goal to enhance the effectiveness and coordination of these services. In CT, many One-Stop Centers are integrated with CTDOL’s Wagner Peyser employment services through CTWorks. These terms are used interchangeably throughout the RFP. CTWorks usually refers to a specific location; One-Stop refers to the delivery system in general.
- **Core Employment Services:** Basic workforce development services such as self-directed job search, employment workshops and labor exchange for all job seekers and candidate referral, limited screening and job postings for all employers in the North Central Region. Usually referred to as “Core” services in the RFP.
- **Online and Technology-Based Services for job seekers:** Short-term training in the CWP core career competencies of basic skills, customer service skills, computer literacy, problem solving, critical thinking, and job-keeping skills. The duration of instruction in a competency generally ranges from 5 – 25 hours. .
- **SMART Classroom:** A learning lab within CTWorks equipped with a “SMART” board, instructor PC and up to 15 student PCs.

- **Intensive Services:** The provision of a customer-centered approach in the delivery of job and career counseling services, designed to prepare and coordinate workforce services for registered WIA customers and JFES customers.
- **ITA: Individual Training Accounts or Career Scholarships:** Job training available under WIA adult and dislocated worker programs is set up as a voucher account whereby a customer who has been approved for an ITA can access funds for tuition, books, supplies and other training costs.
- **OJT:** On-the-Job training is a customized program at a specific employer where that employer hires the trainee and receives reimbursement for the extraordinary cost of training an under skilled, less productive employee, generally based upon a portion the employee's wages.
- **CTWBS:** The Connecticut Works Business System (CTWBS) is the Management Information System used to support case management and tracking of all activities for customers in the WIA, JFES and Wagner–Peyser employment program provided by CTDOL.
- **Youth:** For purposes of WIA eligibility, a youth is an individual between the ages of 16 and 21.
- **Career Competencies:** Eight skill areas identified by CWP as necessary for employment and career advancement. The Competencies are: basic skills (math, reading, writing), computer literacy, customer service, problem-solving and decision-making, interpersonal communications, personal qualities, job-seeking skills and financial management skills.

## PART II. GENERAL CONDITIONS & TERMS

1. **General Conditions:** The release of this RFP does not constitute an acceptance of any offer, nor does its release in any way obligate CWP to execute a contract with any proposer. CWP reserves the right to accept any offers on the basis of the general conditions set forth in this RFP, and to evaluate all accepted proposals on the criteria in this RFP. Before preparing proposals, proposers should note that:
  - a. CWP will not be liable for any cost incurred in the preparation of proposals or negotiation of contracts, including the costs of printing, copying, travel or staff compensation.
  - b. All proposals in their entirety will become the property of CWP upon submission.
  - c. The award of a contract for any proposed service is contingent upon:
    - Favorable evaluation of the proposal in relation to other proposals;
    - Approval of the proposal by CWP; and
    - Successful negotiation of any changes to the proposal required by CWP.
  - d. It is important that proposers have substantive knowledge and understanding of JFES, TANF and WIA and the related state and federal rules and regulations; accordingly CWP will make JFES, TANF and WIA related documents available to proposers during the course of this solicitation.

e. CWP reserves the right to negotiate the final terms of all contracts with successful bidders. Items that may be negotiated include, but are not limited to: type and scope of services, costs and prices, schedule of services, target groups, geographic goals and service levels.

f. Likewise, CWP also reserves the right to accept any proposal as submitted for contract award without substantive negotiation of offered terms, services, or costs. Therefore, proposers are advised to propose their most favorable terms initially.

g. CWP is responsible for final review and evaluation of proposals and selection of service providers, and reserves the right not to fund any or all proposals. Proposals must be complete and must follow the format outlined in this RFP.

h. By submission of the proposal, the proposer certifies that in connection with this proposal:

- The costs in the proposal have been arrived at independently without consultation, communication or agreement, for the purpose of restricting competition as to any matter relating to such costs with any other proposer or with any competition.
- Unless otherwise required by law, the costs which have been quoted in the proposal have not been knowingly disclosed by the proposer, and will not be disclosed by the proposer, prior to award directly or indirectly to any other proposer or to any competition; and
- No attempt has been made by the proposer to induce any other person or firm to submit or not submit a proposal for the purpose of restricting competition.

The proposer shall agree that no employee, member/partner, either paid or unpaid which shall also include immediate family members of the aforementioned, shall engage in any CWP activity relating to the participation in the selection, award or administration of contracts supported by WIA, JFES or other public or private funds.

i. Person[s] signing the proposal, certify that person[s] in the proposer's organization who is legally responsible within that organization for the decision to offer the proposal have not participated, and will not participate, in any action contrary to Section II, 1h as stated above.

j. Proposals will be received and maintained consistent with applicable Connecticut open records laws. Due regard will be given to the protection of proprietary information contained in all proposals received. However, bidders should be aware that all materials associated with this procurement are subject to the terms of the Freedom of Information Act, the Privacy Act and all rules, regulations and interpretations resulting there from. It will not be sufficient for bidders merely to state generally that a proposal is proprietary in nature and therefore not subject to release to third parties.

k. Any bidder awarded funds to provide services will be expected to operate services of professional quality, maintain proper programmatic and fiscal controls, submit timely reports as required, and comply with the requirements of the WIA and JFES statutes, regulations and policies. Contractors must ensure that programs are administered with safeguards against fraud and abuse as set

forth in the WIA, TANF and/or JFES regulations; that no portion of the WIA and/or JFES program will discriminate against, deny benefits to, deny employment to, or exclude from participation any person on the grounds of race, color, national origin, religion, age, sex, handicap, or political affiliation or belief. Moreover, programs must comply with the Americans with Disabilities Act [ADA], which requires, among other things, that all programs be fully accessible to persons with disabilities or be linked with programs of equal quality, which are accessible.

**Proposers are encouraged to read this entire Request For Proposals (RFP) before preparing and submitting a proposal. Proposals that do not follow the general format, do not include all the minimum requirements specified, including the required documentation and certifications in this RFP, and/or are not submitted by the due date and time will not be considered for funding.**

**2. Notification and Distribution:** The RFP is available for distribution on December 23, 2011, at 12:00 p.m. (Noon) EST on the CWP website at [www.capitalworkforce.org](http://www.capitalworkforce.org). Printed copies of the RFP will be available at the CWP administrative offices located at One Union Place, Hartford, CT 06103 on December 27, 2011. Additional reference material can be obtained from the following web sites: [www.capitalworkforce.org](http://www.capitalworkforce.org); [www.ctdol.state.ct.us/wia/wia.htm](http://www.ctdol.state.ct.us/wia/wia.htm), [www.ctdol.state.ct.us/weltowrk](http://www.ctdol.state.ct.us/weltowrk) and [www.doleta.gov](http://www.doleta.gov)

Information relating to the RFP, including updates, amendments, minutes of the Bidder's Conference, and responses to questions submitted by email, will be posted to [www.capitalworkforce.org](http://www.capitalworkforce.org). Interested proposers are responsible for monitoring the website for updates; CWP will not send individual notification of updates directly to proposers.

**3. Bidder's Conference:** CWP will conduct a Bidder's conference, which will be held on Wednesday, January 6, 2012 from 9:00 a.m. to 11:00 a.m. at Veeder Place, 20-28 Sargeant Street, Hartford, CT. CWP staff will be present at that time to discuss the RFP and to answer questions. This session will be the only opportunity to interact with CWP staff to obtain such assistance. CWP will publish the questions and answers on its website: [www.capitalworkforce.org](http://www.capitalworkforce.org) within one week of the Bidder's conference. CWP will accept written questions via email only to [OneStopRFP@capitalworkforce.org](mailto:OneStopRFP@capitalworkforce.org) through January 20, 2012. No information will be provided to individual proposers; answers to questions received after the Bidders Conference will be published on the CWP website.

**4. Proposal Delivery, Letter of Intent, and Specifications:** All proposals and modifications must be received no later than **Friday February 24, 2012 at 5:00 p.m. EST**, One Union Place, Hartford, CT. Proposals must be submitted in accordance with those provisions identified under Section V: Solicitation Provisions of this RFP. Proposers are required to submit one (1) signed original proposal, 10 paper copies and one electronic copy on a CD or flash drive.

Issuance of this RFP is coordinated by:

Pamela J. Nabors, Director, Program Operations  
Capital Workforce Partners  
One Union Place  
Hartford, CT 06103  
860-899-3469  
[pnabors@capitalworkforce.org](mailto:pnabors@capitalworkforce.org)

**NOTE: Prospective bidders must submit a signed letter of intent to bid postmarked, faxed or emailed by January 31, 2012 to the above contact. Only those organizations that submit Letters of Intent will be determined responsive proposers and evaluated for this RFP. CWP reserves the right to extend the deadline for Letters of Intent should the initial response be deemed insufficient.**

**CWP may change scheduled due dates if it is to the advantage of CWP to do so.**

**5. *Non-Appropriation and Cancellation:*** CWP may cancel any resulting executed agreement upon 30 days written notice and any said agreement shall be subject to Federal and/or State funding availability.

**6. *Eligible Proposers and Proposal Acceptance Criteria***

All governmental and private organizations, whether for profit or nonprofit, may apply. Proposer must be a legally recognized entity with appropriate licensing prior to the proposal being submitted.

Incorporated proposers must provide a copy of their most current annual report as an attachment to the proposal.

Businesses or entities that are not incorporated must provide as an attachment to the proposal a copy of the appropriate business or occupational license.

No organization, nor its named partners or subcontractors, will be considered that:

- Has been debarred by an action of any government agency; or
- Has a previous contract with any governmental entity in Connecticut terminated for cause; or
- Has not complied with an official order of any agency of the State of Connecticut or the United States Department of Labor to repay disallowed costs incurred during their conduct of projects or services; or
- For any other good and just cause determined at the sole discretion of CWP.

These provisions include any related entities of the Proposer.

CWP reserves the right to accept or reject any or all proposals received or portions thereof. At the discretion of CWP, all or part of this procurement may be cancelled or withdrawn, or may be declared failed and all, or portions of, the RFP reissued. CWP reserves the right to waive minor technical irregularities in offers received. During the technical review period, CWP reserves the right at its sole discretion and sole judgment

to contact proposers for the purpose of offering them the opportunity to clarify any minor technical points, the determination of which is within the sole judgment and discretion of CWP.

CWP may accept projects or groups of services from different proposals if separation of projects and/or services is practical and independent pricing is available, unless the proposer qualifies their proposal by specific limitation. These services and/or projects may be combined with other services and/or projects at the discretion of CWP, unless the proposer qualifies their proposal by specific limitation.

The proposer must sign the assurances included in the Attachment section. The submission of a proposal in response to this RFP with signed Cover Page (Attachment A) is an affirmative act of agreement and/or assurance that the proposer and its collaborators shall comply with these requirements. If unable to comply with these requirements, please do not submit a proposal.

**7. Notification of Awards:** The award process will be in two phases. First, the CWP One-Stop Services Committee will recommend awards and funding levels. These decisions will then be forwarded to the Capital Workforce Partners Board of Directors and receive final approval. CWP staff will then notify the approved proposers with a letter indicating "Notice of Award". Proposers who have not been selected for funding will also be notified at this time. It is anticipated that contract awards will be made on or around April 27, 2012; contract operations will begin July 1, 2012, contingent upon successful contract negotiations. If an award is made, the contract will be cost reimbursement.

As stated in #4, prospective proposers must submit a Letter of Intent by **January 31, 2012** to be deemed responsive to this RFP. **CWP reserves the right to extend the deadline for Letters of Intent should the initial response be deemed insufficient.**

**8. Appeal Procedure:** The appeal process will consist of two levels: a debriefing and an appeal. The first level, a debriefing, can be requested over the phone or in writing. A debriefing must be requested within five working days of notification of non-award. In a debriefing, the discussion will be limited to a critique of the RFP response, i.e. specific information as to factors where the proposal manifested weakness and strength. Comparisons between proposals or evaluations of the other proposals will not be considered.

An appeal must be in writing and received by CWP within five working days of the debriefing. An appeal must identify an issue of fact concerning a matter of bias, discrimination, conflict of interest, or non-compliance with procedures described in the procurement document of CWP policy. Appeals not based on those conditions will be unilaterally rejected. Appeals will be rejected as without merit if they attach such issues as evaluator's professional judgment on the quality of a proposal or CWP assessments of its own needs or requirements. The President and CEO will issue a decision within five working days of receipt of written appeal. The decision will be final and conclusive.

## 9. **General Contract Requirements**

Proposers are encouraged to review CWP's current standard contract language to ensure that they understand and can accept the terms prior to award. Proposers who cannot agree to the contract terms will not be awarded a contract and are advised not to submit a proposal. A copy of CWP's current standard contract is available for review at [www.capitalworkforce.org](http://www.capitalworkforce.org). The standard contract is provided for informational purposes, and contract terms may be updated for 2012-2013 to reflect changes in law, regulation, and/or CWP policy.

## 10. **Conflict Of Interest**

CTDOL policy for conflict of interest for local Board membership:

- ❑ No member of any Board shall cast a vote on the provision of services by that member or organization which that member directly represents, or vote on any matter, which would provide direct financial benefit to that member.
- ❑ There will be no vendor representation on Board committees that make funding recommendations.
- ❑ Board members who have vendor affiliations must disqualify themselves from any Board funding discussions and/or votes. This includes **direct and indirect** affiliation.

Additionally, Council and Board members who are vendors should be excluded from the development of the RFP statement of work and the development of the evaluation and selection criteria.

CTDOL requirements adhere to CRF Part 95.42 codes of conduct applicable to non-profit organizations:

“No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by Federal funds if a **real or apparent** conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated therein, **has a financial or other interest** in the firm selected for an award. The standards of conduct shall provide for disciplinary actions to be applied for violations of such standards.”

Proposers must consider the CWP and DOL Conflict of Interest policy and disclose any conflict of interest or the appearance thereof by completing the disclosure section of the Proposal Cover Sheet.

## **PART III. SPECIFICATIONS AND STATEMENT OF WORK**

### **1. CWP Program Goals and Performance Measures**

A. Performance Goals: The following goals apply to programs and services operated through CWP:

1. *WIA Goals:* The general requirements from Sec. 129 of the Workforce Investment Act of 1998 apply to the operation of workforce programs conducted through the *CTWorks* One-Stop system. These requirements are available at the following websites: [www.doleta.gov/usworkforce](http://www.doleta.gov/usworkforce) and <http://www.ctdol.state.ct.us/wia/wia.htm>.

2. *CWP Goals and Objectives:* In addition to the general requirements of WIA, CWP has developed local goals and objectives for Adult and Dislocated Worker activities. Proposers should demonstrate the capacity to deliver services that enhance the opportunity for the Region to meet these goals. For information on CWP and its mission and strategic plan, please go to [www.capitalworkforce.org](http://www.capitalworkforce.org).

3. *WIA Performance Measures:* WIA performance measures are negotiated by CWP, the CT Department of Labor and the US Department of Labor. The proposer is asked to consider these long-term performance measures in any program strategy, data collection or management design decisions they make to assist CWP in meeting performance requirements established by USDOL. The performance measures for Adults and Dislocated Workers are:

Entered Employment Rate  
Employment Retention Rate @3<sup>rd</sup> Qtr.  
Average Earnings (6 months)  
Employment & Credential Attainment Rate

*See Appendix A for the WIA performance goals in place for 2011-2012.*

4. *JFES Performance Measures:* The CT Department of Labor has established these performance standards for the JFES program:

Entered Employment Rate  
Earnings above TFA payment standard and Federal Poverty Level  
Employment retention at 2 and 3 consecutive quarters  
Earnings gain

*See Appendix B for the JFES performance goals in place for 2011-2012.*

B. Service Levels and Enrollment: CWP's goal is to provide services to the following number of One-Stop customers during the Program Year 2012/2013:

<b>Program</b>	<b>Approximate Annual Number of Customers</b>
Unregistered Core Services	30,000
Technology-Based Learning	800
Career Preparation and Customer Management	4,000
JFES Case Management	6,000
Business Services	800

CWP's goal is to enroll the following number of customers into the WIA and JFES programs during Program Year 2012/2013:

<b>Program</b>	<b>Projected # New Enrollments</b>	<b>Follow-up from 11-12</b>
WIA Adults	1,000	500
Dislocated Workers	1,500	1,000
JFES	6,000	N/A
Total	8,500	1,500

<i>CTWorks</i> Office	Anticipated WIA	Anticipated JFES	Anticipated Total
Hartford	1,300	3,830	5,130
New Britain	650	1,570	2,220
Enfield	290	220	510
Manchester	260	380	640
Total	2,500	6,000	8,500

CWP acknowledges that these are planning estimates, and that actual service levels may be higher or lower depending on the economy, impact of marketing, changes in legislation and/or funding.

CWP aggressively pursues funding opportunities at the state and federal level to increase workforce development initiatives in the region. CWP reserves the right to expand and enhance program services should new funding become available.

**2. Services Solicited by this RFP:** CWP is seeking a provider to perform the functions of the North Central Region's One-Stop delivery model through *CTWorks*. CWP's guiding principles for its service delivery model are:

- Demand Driven: understand business needs and match jobseekers with current openings.

- Empower customers seeking services at North Central *CTWorks* Centers to get to work quickly, and achieve workforce program performance.
- Focus on immediate career preparation and placement.
- Provide short-term skill development opportunities to a greater proportion of *CTWorks* customers through Workforce Investment Act.
- Maximize technology-based training options in *CTWorks* centers.
- Create a competitive scholarship application process for longer-term training through Individual Training Accounts.
- Target ITAs only to programs with proven results.
- Adopt an efficient staffing structure to improve customer service and establish performance accountability.

### **One-Stop System Components**

These functions will be provided primarily at the four *CTWorks* centers in the North Central region. The locations are:

Hartford: 3580 Main Street  
Enfield: 786 Enfield Street

Manchester: 893 Main Street  
New Britain: 260-270 Lafayette Street

#### **Function I: Career Preparation and Customer Management Services:**

The purpose of this function is to turn jobseekers into qualified candidates for available jobs. The selected contractor will employ staff to deliver services designed to prepare jobseekers to meet the requirements of employers.

#### **Guiding Principles:**

- Contractor should use strategies that directly link jobseekers to available employment opportunities.
- Contractor should provide employment preparation directly linked to articulated employer needs.
- Contractor should provide job-readiness preparation for jobseekers with skill gaps.
- Contractor should deliver retention and career advancement services to help newly placed customers successfully navigate career pathways.

#### **Specific responsibilities include, but are not limited to:**

1. Contractor will coordinate customer flow with CTDOL in the four North Central *CTWorks* centers, including movement from universal core services to technology-based learning to intensive services, training and job placement.
2. Contractor will provide support to the front door and career resource center services as needed at all *CTWorks* locations.

3. Contractor will provide initial assessment, information regarding *CTWorks* services and direction to services to meet the needs of jobseekers.
4. Contractor will provide service management for all WIA and JFES jobseekers.
5. Contractor will provide coaching with a career advancement focus toward high demand and emerging industry sectors identified by CWP.
6. Contractor will conduct skills assessments to determine customer assets and identify skills in demand by employers.
7. Contractor will facilitate skill development through individual technology-based learning on the *CTWorks* Career Stations and in the SMART classrooms.
8. Contractor will repackage customer skills to match employer demands.
9. Contractor will link with Jobs Funnel initiatives to channel appropriate customers into construction careers.
10. Contractor will conduct an informational workshop on training resources and opportunities, financial aid resources, and the ITA scholarship application process. *Note: CWP intends to launch a bi-annual, competitive scholarship application process in 2012.*
11. Contractor will manage customers awarded Individual Training Account Scholarships.
12. Contractor will screen and refer candidates for OJT and subsidized employment; Career Preparation staff will coordinate with the Business Services Unit to make appropriate matches.
13. Contractor will provide continuous engagement of jobseekers in services until they enter employment.
14. Contractor will serve as site custodian and provide site management of CWP-leased *CTWorks* centers.
15. Contractor will provide technology support to employees in *CTWorks* centers and serve as liaison to CWP's Director of IT. Responsibilities may include trouble-shooting network or PC issues, set-up, maintenance and trouble-shooting of email accounts, telephone and voicemail; and system user management and support.
16. Contractor will provide WIA core, intensive and referral to training services in accordance with federal, state and CWP policies and procedures, including, but not limited to, the requirements detailed at Appendix A.
17. Contractor will provide JFES case management and subsidized employment services in accordance with state and CWP policies and procedures, including, but not limited to, the requirements detailed at Appendix B.
18. Contractor will maintain and manage existing incentives program.

19. Contractor will implement strategies to ensure that the required JFES/TANF work participation rates are met.
20. Contractor will provide services in support of CWP's initiatives, including, but not limited to, ex-offender retention, disability program navigator, professional dislocated worker services, and outreach to veterans.
21. Contractor will be responsible for reporting progress toward contract outcomes to CWP on a monthly basis.

#### Expected Performance Outcomes

CWP will evaluate the Career Preparation and Customer Management component based upon provision of the services as described in 1 - 19 and the following performance outcomes:

1. Achievement of enrollment goals.
2. Achievement of 100% of WIA performance standards.
3. Achievement of 100% of JFES performance measures.
4. Achievement of customer satisfaction rate at or above 75%.

#### Function II: Business Services Unit:

As part of the One Stop contract, CWP is requiring that there be a dedicated Business Services Unit (BSU) to directly serve the workforce development and business needs of the North Central CT business community. Business Service activities will include employer outreach and engagement; employer needs assessment, and identification of qualified job candidates to meet workforce development needs, resulting in actual job placements and long-term employee retention. The Business Services Unit will coordinate all business engagement with the CWP Sector initiatives in Allied Health, Green Technology and Advanced Manufacturing.

The BSU's primary focus will be to place jobseeker customers into full-time, unsubsidized jobs through the provision of job placement services heavily informed by employer relationships and business development efforts. The BSU will pursue a strategic approach to job placement services that is driven by employer demand, fueled by an understanding of employer needs and an ability to consistently meet those needs, and typified by continuing employer relationships.

#### Guiding Principles

- The BSU should employ business development strategies that demonstrate an understanding of the most promising employment opportunities in the North Central region.
- The BSU should embody a business-driven approach, where a deep understanding of employer needs is the first step to successful job placement services.

- The BSU should possess an in-depth understanding of employer hiring requirements and jobseeker attributes that lead to placement and retention.
- The BSU should build employer relationships over a wide range of sectors, offering of a variety of employment opportunities that expand beyond entry-level positions and represent the engagement of employers offering opportunities across multiple wage levels.

Specific responsibilities include, but are not limited to:

1. Contractor will establish a Business Services Unit (BSU) to identify for-profit, non-profit or public sector job openings, with skill and training requirements on an on-going basis. Contractor will place special emphasis on meeting the workforce needs of small businesses with 100 or fewer employees. As job openings are identified, contractor will ensure that jobs are entered into CT Job Central. The contractor will be required to report monthly to CWP on job openings received and future employer needs through a data base application (to be determined).
2. Contractor will identify specific linkages with employers in identified career clusters and emerging industries in the North Central Region of CT. Contractor will develop profiles on specific employers to identify potential workforce needs. Contractor will also be required to set up at least 800 business accounts that can be utilized by the *CTWorks* staff, including the Career Preparation staff and CTDOL staff, in referral of job candidates.
3. Contractor will ensure that each customer is prepared for employment by certifying employment skills competencies and ensure that each customer has a professional resume to assist in his or her job search. In concert with Career Preparation staff, the BSU will screen each customer for any job specifications and ensure that customers referred to specific jobs meet the qualifications and are prepared for employment.
4. Contractor will develop opportunities for OJT and subsidized employment with business customers; develop OJT and subsidized employment contracts with businesses; manage the recruitment, screening and matching of jobseekers into these opportunities; and provide tracking and support to the businesses and trainees.
5. Contractor will work with each enrolled WIA or JFES customer until placement occurs. Job placements must be in regular employment. Temporary or seasonal employment will not count towards the contract performance goals. Placement in temporary employment may be used as a work-readiness activity.
6. Contractor will develop a retention strategy for each customer in order to ensure retention for 6 -12 months post placement. Contractor will ensure that participants retain their new employment through on-going support and reinforcement.
7. Contractor's BSU will serve as a single point of contact with CWP Sector initiatives, *CTWorks* partner programs for coordination of employer services projects, and

specifically support for selected employers who request customized services through either CWP or *CTWorks*.

8. Contractor will be responsible for reporting progress toward contract outcomes to CWP on a monthly basis.

#### Expected Performance Outcomes

CWP will evaluate the BSU component based upon provision of the services as described in 1 - 8 and the following performance outcomes:

1. Increased knowledge of employer demand within *CTWorks* One Stop System as evidenced by employer accounts: 800
2. Number of job openings sourced through the BSU: *Annual goal will be negotiated*
3. Fill rate of job openings sourced through the BSU: *Annual goal will be negotiated*
4. Direct job placements of registered WIA and JFES customers in job openings identified through the BSU: *Annual goal will be negotiated*
5. Retention of customers in placement at 6 and 12 months @ 75%
6. Employer Customer Satisfaction level @ or above 85%

#### *Function III: Online Learning Facilitation, Support and Capacity Building*

The purpose of this function is to drive *CTWorks* service delivery through facilitated, technology-based learning at Career Stations and in online learning labs.

#### Guiding Principles

- Maximize the use of technology for skill development within *CTWorks* centers.
- Continuously evaluate, update and expand the technology and online tools available to *CTWorks* customers.
- Ensure that all *CTWorks* staff members have the necessary skills to facilitate technology-based learning for jobseekers.

#### Specific responsibilities include, but are not limited to:

1. Contractor will staff SMART classrooms with online learning facilitators at four *CTWorks* centers a minimum of 35 hours per week. Facilitators will assist customers to register for, navigate, and successfully complete online learning, including, but not limited to, IndustryTrain, computer literacy instruction, job search simulations, Metrix Learning, and Work Keys/Key Train.
2. Contractor will monitor customer progress using software management tools, and compile monthly reports to CWP on technology-based learning product utilization and learner outcomes.
3. Contractor will research online learning and technology-based tools for job search and workforce skill development on an on-going basis, and recommend implementation of new products to CWP.

4. Contractor will develop train-the-trainer capacity building initiatives for *CTWorks* staff utilizing subject matter experts in the areas of online learning products, facilitation techniques, use of social media for job search and entrepreneurship.
5. Contractor will be responsible for reporting progress toward contract outcomes to CWP on a monthly basis.

### Expected Performance Outcomes

CWP will evaluate the Online Learning Facilitation and Capacity Building component based upon provision of the services as described in 1 - 5 and the following performance outcomes:

1. Number of customers enrolled into online and technology-based training through SMART classrooms at or above 800
2. Successful completion rate of online and technology-based training at or above 75%
3. Number of train-the-trainer sessions delivered at or above 24
4. Jobseeker Customer Satisfaction level at or above 85%
5. *CTWorks* staff Customer Satisfaction level at or above 85%

### **3. Staffing Considerations**

#### ***A. Staff Qualifications***

CWP is interested in developing a highly qualified staff within the *CTWorks* One-Stop Centers. Towards that outcome, CWP encourages potential contractors to align essential staffing qualifications with the requirements for national workforce development credentialing from the National Association of Workforce Development Professionals (NAWDP). Staff being considered for employment as career agents, business service consultants, facilitators, and/or supervisors/managers must meet minimum NAWDP education/experience qualifications. These qualifications are desired, but not required, for customer service specialists, program support staff and subject matter experts/trainers. Education must be from an accredited institution. At least 12 months of experience within the past 24 months should be directly related to one or more of the following workforce development activities:

- the facilitation of processes by which individuals identify, prepare for, obtain and maintain employment, careers and self-sufficiency; and by which businesses, other employing organizations and communities develop, access and retain a workforce that enables them to maintain and improve their economic competitiveness.
- directly providing workforce, employment or counseling services to customers
- planning, evaluating and managing organizations that provide workforce development services to customers

Desirable Education and Experience for essential contractor staff:

- Graduate degree and 1 year experience
- Bachelors degree and 2 years experience

- Associate’s degree and 4 years experience
- High School diploma or GED and 6years experience

Resumes submitted with the proposal must demonstrate that proposed staff meet or exceed the qualifications.

*Basic Core Workforce Competencies for CTWorks One-Stop Staff:* CWP expects staff to demonstrate competency in the following areas:

- Business and Employer Knowledge
- Career Development Process
- Collaboration/Problem Solving
- Communication
- Customer Service
- Diversity
- History and Structure of the Workforce Development System
- Labor Market Information
- Technology

These competencies are included in Global Career Development Facilitator training and through on-line training offered through Dynamic Institute at [www.dynamicinstitute.com](http://www.dynamicinstitute.com). Information may be found through the National Career Development Association, [www.ncda.org](http://www.ncda.org), and the National Association of Workforce Development Professionals, [www.nawdp.org](http://www.nawdp.org). All CTWorks staff will be required to achieve Core Certification through one of these programs, or be credentialed by NAWDP.

***B. Anticipated Staffing Levels***

Based on experience, program requirements and customer flow, CWP has projected the need for front-line staff for each function. Proposers will be required to present an organizational chart that illustrates where this projects fit into their overall organizational structure.

Management Positions

<i>CTWorks Project Director</i>	<i>1</i>
<i>Quality Assurance Specialist</i>	<i>1</i>
<i>Program Assistant</i>	<i>2</i>

*Salary levels for Functions I, II and III are based on CWP comparisons and estimates of similar positions in the North Central region and are provided as guidance to proposers.*

*Function I – Career Preparation and Customer Management Services*

Position	FTE	Average Salary
Customer Service Specialist/Expediter	7	\$36,000
Customer Service Coordinator/Disability Navigator	1	\$48,000
Career Agent	41	\$40,000
Unit Supervisor	3	\$50,000
Unit Manager	1	\$50,000
Technology Support Specialist	1	\$45,000

*Function II – Business Services*

Position	FTE	Average Salary
Unit Manager	1	60,000
Business Service Consultant	5	\$48,000

*Function III – Online Learning Facilitation, Capacity Building*

Position	FTE	Average Salary
Facilitator	4	\$48,000
Trainer/Subject Matter Expert	2	\$48,000

**C. Current Contractor Staffing Consideration:**

CWP must ensure that services to customers currently enrolled under JFES and WIA will not be interrupted. In order to achieve the goal of minimal disruption, CWP is requiring that the successful proposer consider hiring the incumbent staff at the current contractors, taking into account the job criteria and characteristics required for each position to deliver the functions detailed in this RFP. This consideration is required by CWP in order to ensure that currently enrolled WIA and JFES customers do not experience interruption of services and that follow-up services are on-going to ensure that CWP meets its WIA performance standards. CWP is requiring that any new vendor interview incumbent staff at the current contractors, including supervisory staff, who apply for similar positions and who meet or exceed the job criteria and requirements.

**D. Required Contractor Staff Positions:**

**Project Director**

The Project Director leads the daily operations of workforce development services for CTWorks customers served by CWP resources in the centers. The Program Director is

responsible to manage performance and operational improvement initiatives to meet and exceed WIA and JFES performance, enhance system delivery and excel at business and job seeker customer satisfaction. The Project Director is responsible for creating a culture of strong customer service towards businesses and jobseekers by empowering staff to achieve goals while constantly innovating and improving service delivery and program operations.

### **Quality Assurance Specialist**

The Quality Assurance Specialist is dedicated to supporting and improving the *CTWorks* and WIA/JFES operations, data capture, customer flow, and report writing and generating capabilities. The Quality Assurance Specialist ensures that customer flow, service delivery, and data management are conducted consistently, efficiently, and effectively.

### **Program Assistant**

Program Assistants provide logistical support to the daily operations and services in the *CTWorks* Centers. Program Assistants may also serve as receptionists, data support and administrative support to the Project Director and Unit Managers.

### **Career Services Unit Manager**

This position manages a team of Career Agents who provide career preparation and service management to jobseekers, and may serve as site custodian. In particular, the team aims to connect jobseekers to interventions either through technology-based training or occupational skills training that will provide the skills needed to gain employment.

### **Unit Supervisors**

Unit Supervisors are responsible to oversee the activities of Career Agents or Business Services Consultants at a particular location or in a specific program, such as JFES. Supervisors act as leads for program implementation, and may serve as site custodians for CWP leased centers.

### **Customer Service Specialists – Expeditors**

The Customer Service Specialists/Expeditors are responsible for initial customer contact in the *CTWorks* Centers. They ensure that customers are greeted, logged into CTWBS and directed to appropriate activities including, but not limited to self-service career centers, orientations, job search workshops, or individual appointments.

### **Customer Services Coordinator – Disability Navigator**

The Customer Services Coordinator will serve as the Disability Program Navigator (DPN) to provide assistance to customers with disabilities to navigate services available through *CTWorks* and partner programs. The DPN will serve as liaison to the Bureau of Rehabilitation Services, Board of Education and Services for the Blind, and Commission on the Deaf & Hearing Impaired.

### **Career Agents**

The Career Agents assess job seekers for career preparation services. Through assessments, the Career Agents determine the most appropriate path to quickly return job seekers customers to work. Career Agents are responsible to track job seeker customers through all interventions; either technology based in the *CTWorks* Centers, or through occupational training, and ensure that they acquire skills to be competitive for employment. This team is also responsible for reengaging those customers for job placement after training completion. Career Agents may be assigned targeted populations such as ex-offenders, welfare-to-work clients enrolled in JFES, low-income adults or dislocated workers served through WIA.

### **Business Services Unit Manager**

The Business Services Unit Manager is responsible for a team of Business Service Consultants who develop and maintain employer relationships, and may serve as site custodian. The team is responsible for direct placement of job seekers and ensuring employer needs are met during the hiring process.

### **Business Service Consultants**

Business Service Consultants are responsible for engaging regional employers and identifying job openings, then matching appropriate candidates to meet their hiring needs. Additional responsibilities include researching prospective target employers with high-volume hiring needs, and developing, cultivating and maintaining relationships with key employers including for OJT and subsidized employment opportunities.

### **Technology Support Specialist**

The Technology Support Specialist is responsible to coordinate program and *CTWorks* center technology systems and networks with CWP Information Technology Director. Responsibilities will include desk-top support and coordination with CWP technology initiatives. Proficiency in Microsoft Windows and Office software applications is required.

### **Facilitators**

Facilitators will provide guidance and coaching to job seekers engaged in online and technology-based learning in the *CTWorks* Centers, as well as for user management, learner tracking, and reporting. Facilitators will staff drop-in SMART classrooms in all four *CTWorks* Centers.

### **Subject Matter Experts/Trainers**

Subject Matter Experts/Trainers are responsible for reviewing the technology-based learning resources available in the *CTWorks* Centers and developing capacity building initiatives to ensure that all *CTWorks* staff have the capability to assist customers to use the resources. Subject Matter Experts/Trainers will identify new technology-based learning resources for consideration by CWP, and may facilitate special classes or workshops for *CTWorks* customers.

## **PART IV. PROPOSAL NARRATIVE**

The Narrative is the body of the proposal and should give reviewers a clear picture of the proposer's experience with and capability to deliver the services requested in this solicitation. **A separate budget must be submitted for each of the three functions.**

The Narrative should demonstrate the capacity of the proposer to deliver the three functions described in this solicitation: Career Preparation and Customer Management, Business Services, and Online Learning Facilitation and Capacity Building. The Narrative consists of the proposer's responses to questions 1 – 30, in sequence, supplemented with requested attachments.

### **A. Overall Organizational Capacity**

1. Please provide a compelling business case as to why your organization should be selected to provide the three functional components in this Request for Proposal.
2. What is the primary location of your organization? Is it licensed to do business in Connecticut?
3. How large is your organization? What was your annual budget for 2011-2012, and how many employees did you have? For national organizations, state the number of employees nationwide, and the number of employees in Connecticut. Provide a high level organizational chart for your entire organization showing its size and structure.
4. What is the mission of your organization? List your organization's objectives and describe how they relate to workforce development.
5. Describe how you use data to support decision-making in existing programs.
6. Describe how you use technology applications in the management of existing programs.
7. Has customer satisfaction with your organization's services been assessed? If so, please describe the method and results.
8. Describe your overall management plan for delivering the three functional components in terms of systems, procedures and controls that will ensure contract compliance, delivery of high quality services, and achievement of program objectives.
9. Attach a resume for each managerial staff person who will be involved in the development, implementation or delivery of services; for unfilled positions attach a job description specifying the qualifications for the position.

10. Provide a copy of your most recent financial audit. Complete Attachment D, Parts I and II, Organizational, Administrative, and Financial Capacity Checklists. Only one copy of the audit is required.
11. Identify at least two business references who will complete the Reference and Performance History Report. In response to this question, list the organization name, contact person name, mailing address, telephone number and email address. You are responsible for ensuring that your references complete the report and submit it directly to CWP by the February 24, 2012 deadline.

## **B. Career Preparation and Customer Management**

12. Describe the current capacity of your organization to provide career preparation and customer management to 4,000 jobseekers annually. List similar programs that are currently in operation, and similar programs that you have operated in the past two years. Include the numbers of jobseekers served.
13. Describe the current capacity of your organization to provide case management to 6,000 public assistance recipients annually. List similar programs that are currently in operation, and similar programs that you have operated in the past two years. Include the numbers of individuals served.
14. Describe the strategies that you have implemented to meet the mandated work participation rates for welfare-to-work clients, and state the results you have achieved.
15. Describe your approach to career preparation with jobseekers in each segment of the target population: individuals with barriers to employment, low income adults, individuals with disabilities, ex-offenders, veterans, and dislocated workers including mid-career professionals.

## **C. Business Services**

16. Describe your organization's current capacity to engage the business community in workforce development programs.
17. Describe your experience with business engagement. Include the number and types of businesses engaged, type of services provided, and number of job openings filled.
18. List the first five businesses that you will engage, and provide an estimate of the number of job openings each will have.
19. Describe any linkages that you have with businesses in the target sectors of Healthcare, Advanced Manufacturing and Green Technology.

20. Describe your organization's capacity to develop OJT, subsidized employment and internship opportunities.
21. Describe your experience and performance in job placement for adults, dislocated workers and individuals with barriers to employment. Proposer should be able to demonstrate specific, documented job placement performance in the past two years that will be corroborated by the references listed in response to question 11.

#### **D. Online Learning Facilitation and Capacity Building**

22. Describe your organization's technical training capacity and experience.
23. Describe your method for researching and selecting technology-based learning products.
24. List the technology-based learning products that you have used with jobseekers in the past two years, including the learning objectives for each one.
25. Describe how you have evaluated learner readiness for specific online learning programs.
26. How many learners have you served in the past two years, and what results have they achieved?
27. Describe your experience with using 21<sup>st</sup> century job search tools and techniques, including social media for online job search.
28. Please describe placement results you have achieved through online and technology-based strategies.
29. Describe your approach to staff development and capacity building. How will you implement a train-the-trainer model?

#### **B. Budget**

**A separate budget must be submitted for each of the three functions. Management costs should be allocated among the three functions.**

The budget package includes four parts, which should be assembled in the following order:

1. Narrative Justification
2. Budget Detail
3. Staff Chart
4. Staff Allocations

**Line Item Budget:** Complete the budget summary and detail forms included in Attachment E. When preparing your budget, please be sure to include only those costs that are necessary, allowable, and reasonable, consistent with Federal OMB circulars A-21 for Institutions of Higher Education, OMB A-87 for State and Local Governments, OMB A-122 for Non-Profits, 48-CFR Part 31 for Commercial Organizations, and the State of Connecticut Office of Policy Management Cost Standards.

**Limitation on General Overhead and Administrative Costs:** General Overhead and Administrative costs will be reimbursed on a monthly basis at a rate of no more than 5% of direct costs. Administrative costs include those costs associated with performing the following administrative functions: 1) accounting, budgeting, financial and cash management functions; 2) procurement and purchasing functions; 3) property management functions; 4) personnel management functions; 5) payroll functions; 6) coordinating the resolution of findings arising from audits, reviews, investigations and incident reports; 7) audit functions; 8) general legal services functions; and 9) developing systems and procedures, including information systems, required for those administrative functions.

**Limitation on Profit:** For-profit providers may earn profit in an amount of no more than 5% of direct costs (excluding general overhead and administrative costs and participant wages and fringe benefits).

**No Facilities or Equipment:** Proposer should not include facility costs, including space rental, computers, copiers, telephone lines or other equipment, in its budget. All services will be located at *CTWorks* facilities, where equipment will be provided by CWP.

**Use of Vendors:** Any services to be provided by third-party vendors must be identified, and the narrative must describe how the vendor was selected. CWP contractors must demonstrate compliance with state and federal procurement regulations in their own purchasing of goods and services. Vendor contracts between related parties will not be allowed.

**Staffing Costs:** Proposer's staffing costs should align with the number of FTE and average salary rates in Section III of this RFP. Costs for each staff position should be presented in the aggregate on the Staff Chart included in the budget package.

**Management Staff Costs:** Salary and other costs associated with the management positions should be allocated across the three functions.

**Staff Travel:** CWP reserves the right to approve contractor's travel and professional development plan and expenses.

**Budget Narrative:** Provide a budget narrative for each function. Describe how your organization arrived at the program costs being proposed. For each cost within each line item, specify the quantity and unit cost as well as the total cost. For services

purchased from a third-party vendor, identify the vendor and basis for selection, i.e., competitive bid, request for quotes, etc.

The budget will be evaluated based on cost-effectiveness, accuracy and completeness. The method of cost calculation must be provided for each budget line item.

### **Line Items and Calculation**

The Budget Narrative should clearly detail all costs within each line item, including the quantity and method of calculating the cost.

Staff Salaries: complete Staff Chart and Staff Allocations pages of budget package.

Fringe Benefits: list each fringe benefit item and calculation.

Staff Travel: indicate number of employees x number of miles x mileage rate. In the narrative specify the positions that will travel.

Instructional Materials: List the type materials, number to be purchased, and cost per item.

Consumable Supplies: List the type of supplies and cost calculation per participant or per month for each item.

Participant Support Costs: Include costs of direct supports to participants, such as non-cash incentives, transportation or child care for WIA participants, costs of books or equipment related to training activity, costs of licensing or other fees related to specific training or employment.

General and Administrative Costs: Up to 5% of direct costs may be budgeted.

Profit: Up to 5% of direct costs, excluding the costs of third-party vendor contracts; may be earned by for-profit proposers only.

**Note: Costs associated with subsidized employment will be negotiated upon award of a contract.**

## **PART V. SOLICITATION PROVISIONS**

### **1. Proposal Instructions**

Proposals should be submitted on 8½ by 11-inch paper, with one inch margins using the minimum of 12-point Arial font. One original proposal and ten (10) copies must be submitted. At least one copy of the proposal should be in loose-leaf form, that is, not stapled or bound and easily accessible for photocopying. Proposers should also include one electronic copy of the proposal, with the narrative in MS Office Word 97 or higher version and the budget in MS Excel 97 or higher version. **PDF files are not acceptable.**

CWP will NOT pay for any expenses incurred prior to the execution of a contract or issuance of a formal Letter of Intent. Please be advised that CWP monitors all

programs at least once during a contract period. Contractors may be required to provide documentation of expenses as related to the negotiated budget. Proposals may be withdrawn by written notice. Withdrawals will be accepted at any time up to execution of a contract.

## **2. Format/Required Attachments**

Proposals must be assembled in the following order. Items that are not a form provided with the RFP are underlined.

1. Attachment A – Cover Page. This should be the cover page of the proposal and must be filled out completely.
2. Table of Contents
3. Attachment B – Assurances.
4. Attachment C – Submission Checklist Form must be completed and signed.
5. Attachment D – Organizational Status and Capacity Checklist Part I & II
6. Copies of documents listed on Attachment D
7. Organization Chart – proposer’s entire organization including CWP program management structure
8. Resumes of key managerial staff
9. Program Narrative
10. Budget Narrative – separate budget narrative for each function
11. Attachment E – Budget Forms (3 pages) - separate budget for each Function
12. Attachment F – Reference and Performance History Report – to be submitted directly by the referring organization

## **3. Proposal Evaluation Criteria**

Primary consideration in the selection of service providers takes into account whether the organization has:

- Adequate financial resources or the ability to obtain them;
- The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
- A satisfactory record of past performance;
- A satisfactory record of integrity, business ethics and fiscal accountability;
- The necessary organization, experience, accounting and operational controls, and
- The technical skills to perform the work

Evaluation on the above criteria is intended primarily to determine whether proposers meet the basic requirements for delivery of service, and selection of service providers.

A series of questions reflecting each of the areas covered under the selection criteria are included in the sample evaluation tool at Appendix C.

Proposals from organizations that meet the standards outlined above will be rated based on the following evaluation factors:

<u>Criteria</u>	<u>Point Value</u>
1. Overall Organizational Capacity	25
2. Capacity to deliver Career Preparation	20
3. Capacity to deliver Business Services	20
4. Capacity to deliver Online Learning Facilitation and Capacity Building	20
5. Budget – Competitive/Reasonable Cost	15
TOTAL	100 points

## Appendix A: Workforce Investment Act and General Requirements

Contractor is responsible for providing Workforce Investment Act (WIA) core, intensive and training services to customers in the North Central region through the *CTWorks* One-Stop Career Centers.

Contractor will ensure that staffing levels are adequate at all times to ensure contract compliance, the delivery of high quality services, the attainment of program objectives and the management of funds, MIS, internal performance audits and reporting functions.

Contractor must staff all One-Stop offices on every business day, excluding State of Connecticut Holidays. Office closures due to exceptional circumstances such as power failures, inclement weather, and closures by building management must be reported to CWP.

At the Hartford and New Britain sites, a manager must be on duty at all times. A site custodian must be designated to support the Manchester and Enfield offices. The Technology Support Specialist will provide end-user desktop support to contractor staff in all offices.

If contractor staff is absent the contractor is still responsible for the work described in the contract scope of services. The contractor must notify CWP when a worker is absent after 10 consecutive days. CWP will monitor Contractor staff absence rates, and reserves the right to require the contractor to provide replacement staff after 15 consecutive business days at no additional cost to the contract. In general, CWP is not liable for the use of or payment for any personal, vacation or sick time beyond the contract period.

Contractor is responsible for achieving WIA performance standards.

<u>Adults:</u>	<u>Outcome</u>
Entered Employment	66%
Employment Retention Rate @3 <sup>rd</sup> Qtr.	87.6%
Average Earnings (6 months)	\$9,600
Employment & Credential Attainment	72%

  

<u>Dislocated Workers:</u>	<u>Outcome</u>
Entered Employment	80.8%
Employment Retention Rate @ 3 <sup>rd</sup> Qtr.	88%
Average Earnings (6 months)	\$16,338
Employment & Credential Attainment	74%

## ***CTWorks Customer Services***

### Core Services

1. Greet each incoming customer, answer basic questions and guide customers to the appropriate area for service. Staff should identify themselves as “*CTWorks*” staff on the phone, email, or any correspondence. Staff performing greeting and customer service functions must be trained in and exhibit exceptional skills in quality customer service and have the ability to create a welcoming and comfortable environment at all *CTWorks* locations.
2. Conduct orientation and/or initial assessment meetings for core services to new customers and facilitate entry into the CTWBS system to track customer activities. During the intake process, the staff should attempt to identify all veterans, seasonal farm workers, dislocated workers and economically disadvantaged individuals or disabled job seekers and inform them of all additional services for which they may be eligible and provide referral.
3. Staff the Career Resource Center and provide assistance to job seeker customers who independently utilize the core services available in the Career Resource Center. Inform customers via printed materials and online sites of the various means of job posting, such as job search web sites, and local newspapers and print media.
4. Coordinate with partner agencies for customer access to career counseling and resume writing professionals. Refer customers to CTDOL Employment Services, Adult Education, and Community College career development services as appropriate to customer needs.
5. Staff the Career Resource Center and provide assistance to job seeker customers who independently utilize the core services available in the Career Resource Center. Inform customers via printed materials and online sites of the various means of job posting, such as job search web sites, and local newspapers and print media.
6. Serve as site custodian at Enfield and Manchester *CTWorks*, and the 270 Lafayette Street location of New Britain *CTWorks*.
7. Make available in print and online materials, current local and regional labor market information including occupations in demand and the skill requirements for such occupations.
8. Maintain supplies to support customer faxing, printing, and copying in conjunction with employment activities in coordination with CTDOL. Contractor should also maintain a record or log of resource usage.
9. Maintain publications, periodicals and printed resources for job search, career and labor market information and other employment related resources in coordination with CTDOL.
10. Coordinate scheduling of workshop and/or group activities at all *CTWorks* locations in partnership with the CTDOL supervisor and CWP. This activity may include compiling a workshop calendar, entering workshop schedules into CTWBS and ensuring that customers complete satisfaction questionnaires and that those are forwarded to CTDOL for processing.

### *Online Learning Facilitation and Capacity Building*

1. Create a procedure and outreach strategy to attract customers into the online learning programs at *CTWorks*. Ensure that coordination procedures are aligned with *CTWorks* Core service operations and CTDOL practices.
2. Provide tracking and eligibility documentation of participants enrolled into reportable core services including the computer literacy and online simulation learning programs provided in the SMART classrooms. Once customers demonstrate interest in these activities, Contractor will be responsible to collect the basic core eligibility documentation for registered core services, including proof of age, eligibility to work in the US, selective service status if applicable, and address. Contractor will be expected to maintain a paper file of the documentation and track customer activities in CTWBS.
3. Develop participant engagement program to keep contact with registered core service customers and determine their employment status.
4. Provide monthly reporting on customer status upon completion of activity. Connect registered core customers with job search assistance or other program services as needed. Obtain participant placement information and enter into CTWBS.
5. Provide Online Learning Facilitators at the four offices to train and facilitate core service customers to use the software training programs including, but not limited to, computer literacy, IndustryTrain and job search simulation training. The facilitators will utilize the software management programs to monitor customer progress. Contractor will report monthly to CWP regarding program enrollment and customer achievement. Online learning should be available 35 hours per week in each center, and be open entry, open exit.
6. Provide Subject Matter Experts/Trainers to review the technology-based learning resources available in the *CTWorks* Centers and develop capacity building initiatives to ensure that all *CTWorks* staff have the capability to assist customers to use the resources.
7. Identify new technology-based learning resources for consideration by CWP, and support implementation as new products come online.

### *Intensive Services*

1. Contractor is responsible for all intensive services to WIA registered customers within the One-Stop system, and will follow all requirements. Contractor is responsible for completing intake and eligibility determination for WIA Adults and Dislocated Workers. The Contractor will provide priority of services for the following targeted groups:
  - Unemployed or under-employed Adults (18 years +) who are residents of municipalities in the North Central Region and are low income. *The CWP Income Determination and Documentation procedure attached to this contract shall be used to determine low income.*
  - TANF clients able to benefit from WIA services;
  - Unemployed or under-employed adults who are residents of the North Central region with family income below the minimum level of self-sufficiency as determined by the Performance Evaluation committee, and as defined as having an income in the preceding 12 months that is at or below 150% of the Federal poverty guidelines;

- Dislocated workers where training will provide minimal wage decline and result in earnings that meet the WIA average earnings standard for dislocated workers.
- Dislocated workers identified under a federal or state discretionary grant.

***Veterans within these categories will receive priority of service.***

Contractor staff will follow all policies, procedures and regulations related to eligibility documentation; ensure that case files have originals and/or copies of eligibility documentation. Contractor will maintain accurate individual case files for each registered customer assuring that each file contains all required eligibility documents and meets compliance requirements under CWP, CTDOL, and WIA policies and procedures.

2. Contractor will conduct outreach and recruitment efforts targeted to prospective WIA intensive service customers to ensure that enrollment goals are met. Contractor will coordinate outreach activity with the CT Department of Labor (CTDOL).
3. Contractor will complete the intake and eligibility paperwork and record all information into the CTWBS and the WIA customer's personal file. Contractor will establish procedures for supervisory review of WIA suitability determination and registration. Contractor will keep files secure and will maintain confidentiality of customer information.
4. Contractor will provide intensive services and case management to each WIA customer registered into WIA individual core, intensive and/or training services. Case managers or "Career Agents" will work with each WIA customer to determine the barriers to employment and to address the steps necessary to surmount these obstacles to employment. The barriers and necessary steps will be documented in CTWBS and in the customer file in accordance with program requirements.
5. Contractor staff will interview and assess all enrolled WIA customers to identify their life circumstances, employment experience and educational histories, aptitudes, interests, skills and abilities and barriers to employment. Contractor staff will conduct in-depth career assessment and will address skill deficiencies and make appropriate educational referrals for WIA customers. Contractor staff will guide WIA customers in decision-making based on assessment results. Customers with basic skill deficiencies must be referred to services that will address their skill deficiencies prior to consideration for an Individual Training Account. Contractor staff may utilize a variety of career assessment methods and tools, including, but not limited to the following: basic literacy (reading & math) appraisal: the Employability Competency System (ECS), Form 130 or the CT Competency System (CCS), Form 50. For career interest inventory: the Self-Directed Search (SDS) or the Career Decision-Making System (CDM). For aptitudes and interests: Career Scope.

Most WIA customers should receive a basic literacy appraisal. However, for those customers who have credit-bearing, 4-year degree with work experience utilizing the degree or who have completed additional graduate coursework, the basic literacy assessment may be waived. Contractor staff will determine if waiving the basic literacy appraisal requirement is appropriate. Contractor management will make the final determination regarding waiver of the appraisal. The CWP policy and procedure for assessment and the waiver process will be utilized.

Customers with English-language barriers will be recommended to various "ESL" classes/programs, and ultimately referred by contractor to these programs. Alternate

assessment formats and assessment accommodation provisions will continue to be available for customers with disabilities and/or limited language skills.

Upon completion of assessment, customers will be provided feedback regarding assessment results (time permitting), which will be entered into CTWBS. The answer sheets and assessment summaries will be placed in the customer file.

6. Contractor staff will provide vocational counseling services that are culturally appropriate and accessible to individuals with disabilities and with limited English proficiency, as required, to all WIA customers. Staff must provide career guidance and labor market information to all WIA customers. Staff must be able to impart information to all WIA customers concerning non-traditional occupations for women and career advancement opportunities for those customers already working in order to facilitate the ultimate goal of economic self-sufficiency.
7. Contractor staff will develop a comprehensive Individual Employment Plan (IEP) for all WIA customers. The plan will be developed in collaboration with each customer and should (at a minimum) include long-and short-term employment and education goals, and support service needs. Contractor will develop a mechanism for reviewing and updating the plan on a monthly basis and providing other counseling elements as required. The plan will be documented in CTWBS and in hard copy format as established by CWP.
8. Contractor staff will conduct a workshop to inform customers of available training resources and opportunities, and financial aid resources including Pell grants and WIA ITA scholarships.
9. Contractor staff will implement the competitive scholarship application process for Individual Training Accounts (ITAs) as directed by CWP.
10. Contractor will manage customers who are awarded ITAs, including:
  - Processing of scholarship vouchers
  - Verification of customer training start, schedule and hours
  - Tracking of customer attendance and progress
  - Verification and documentation of attainment of competency
  - Verification and documentation of credential attainment
  - Upon completion, referral to Job Placement services
  - Timely notification to CWP of early termination or drop from ITA program
11. Contractor staff will manage On-the-Job (OJT), customized training and subsidized employment opportunities for customers best able to benefit from an individualized approach to training; the need for training should be documented in the customer file.
12. Contractor will provide Rapid Reemployment Services to dislocated workers to include training on 21<sup>st</sup> century job search skills, basic technology skills and professional networking. Contractor will designate three Rapid Reemployment Trainers to provide these services.
13. Contractor staff will provide job search activities through its Business Services Unit and through the Career Resource Centers. The contractor will also coordinate with Sector Representatives at CWP for marketing, engagement and participation of businesses in the North Central Region.

14. Contractor will ensure that each customer is prepared for employment by reviewing credentials and employment skills competencies certified through assessment tools and/or training contractor, and will ensure that each customer has a professional resume to assist in his or her job search. Contractor will develop an Individualized Placement Plan for each customer, coordinate workshops, and provide individualized counseling to ensure the job readiness competencies. Contractor will include a copy of each customer's resume in the paper file. Contractor will document all activities and services provided to each customer in the CTWBS system.
15. Contractor will report to CWP the performance outcomes for each customer registered into WIA individual core, intensive and training activities. The Contractor will perform MIS reporting through CTWBS entry for activity participation, job placement, credential attainment, exit and follow-up according to CWP and CTDOL procedure. Activities and outcomes must be recorded into the CTWBS system in real time, but no longer than 48 hours after contractor staff becomes aware of the initiation of or change in the activity or outcome.
16. Contractor staff will review the monthly progress of customers and compare individual progress to Individual Employment Plans. Tracking will include, but not be limited to, recording customer activities for the purpose of ensuring mandated performance and determining that the services detailed in the IEP are being received, interacting with the customers to ensure a continuum of appropriate services, maintaining an ongoing record of activities and documenting and maintaining any other data supplied by other agencies or programs that are working with customers to meet program goals. At a minimum, career agents will maintain and document monthly contact with registered customers. Follow-up contact may be made by telephone, correspondence or personal contact. All contacts are to be documented in writing within confidential individual files and on the appropriate information tracking system.
17. Contractor is responsible to plan for exit of customers from the WIA system. To assure positive performance outcomes, career agents will ensure that training completion and credential attainment are documented in the customer file and in the CTWBS system, and will arrange post-placement services to ensure that the WIA customer is ready to maintain and advance in employment. Career Agents will determine when WIA services are no longer needed by customers, triggering the exit process. Common measures define exit as occurring 90 days following the last service; exit will be retroactive to that date. Contractor staff will document service completion and exit in accordance with CWP and CTDOL policies and procedures.
18. Contractor staff will provide all customers with post-placement retention counseling which includes assisting in resolving problems experienced on the job. Under WIA, customers may continue to receive services through the system after entry into unsubsidized employment. The Contractor is strongly encouraged to continue services to enrolled customers for as long as necessary to meet the needs of the customer leading to self-sufficiency and earnings advancement. Services that may be provided post-placement include, but are not limited to:
  - Skills Upgrading and Retraining
    - Staff Assisted Job Referrals and Job Development
    - Job Coaching

- Counseling in the Workplace
- Workshops/Job Clubs
- Continued Career Planning and other Core or Intensive Services
- Supportive Services
- Intervention To Eliminate Employee-Employer Conflict

Such services must be initiated and recorded in the CTWBS system prior to the 90<sup>th</sup> day following delivery of the last WIA service.

Customers' employment status and satisfaction must be verified at regular intervals and strategies for enhancing job retention must be coordinated with those of the other agencies providing training and job placement services. Contractor staff must provide and document close tracking of customers upon job placement, particularly during the first week following placement and include closely scheduled follow-up for 90-days beyond placement. All such activities must be documented in the case file and in CTWBS.

19. Contractor is responsible for providing twelve (12) month post-exit follow-up services for all registered WIA customers to include retention and supportive services. Contractor is responsible for developing a strategy to ensure that exited customers will maintain employment and reach their earnings goal throughout the second and third quarters after exit. Verification and recording of employment and credential attainment throughout the follow-up period is required. Exit is defined as the last date of an intensive (not a follow-up) service.

#### Business Services

9. Contractor will establish a Business Services Unit (BSU) to identify for-profit, non-profit or public sector job openings, with skill and training requirements on an on- going basis. Contractor will place special emphasis on meeting the workforce needs of small businesses with 100 or fewer employees. As job openings are identified, contractor will ensure that jobs are entered into CT Jobs Central. The contractor will be required to report monthly to CWP on job openings received and future employer needs through a data base application (to be determined).
10. Contractor will identify specific linkages with employers in identified career clusters and emerging industries in the North Central Region of CT. Contractor will develop profiles on specific employers to identify potential workforce needs. Contractor will also be required to set up at least 800 business accounts that can be utilized by the *CTWorks* staff, including the Career Preparation unit staff and CTDOL staff, in referral of job candidates.
11. Contractor will ensure that each customer is prepared for employment by certifying employment skills competencies and ensure that each customer has a professional resume to assist in his or her job search. In concert with Career Preparation staff, the BSU will screen each customer for any job specifications and ensure that customers referred to specific jobs meet the qualifications and are prepared for employment.
12. Contractor will develop opportunities for OJT and subsidized employment with business customers; develop OJT and subsidized employment contracts with businesses; manage the recruitment, screening and matching of jobseekers into these opportunities; and provide tracking and support to the businesses and trainees.

13. Contractor will work with each enrolled WIA or JFES customer until placement occurs. Job placements must be in regular employment. Temporary or seasonal employment will not count towards the contract performance goals. Placement in temporary employment may be used as a work-readiness activity.
14. Contractor will develop a retention strategy for each customer in order to ensure retention for 6 -12 months post placement. Contractor will ensure that participants retain their new employment through on-going support and reinforcement.
15. The BSU will serve as a single point of contact with CWP Sector initiatives, *CTWorks* partner programs for coordination of employer services projects, and specifically support for selected employers who request customized services through either CWP or *CTWorks*.
16. Contractor will be responsible for reporting progress toward contract outcomes to CWP on a monthly basis.

#### Professional Development & Capacity Building

1. Contractor's management staff will work with CWP to assess skill levels and gaps in current staff and identify areas needed for training and development.
2. Contractor will coordinate and implement professional development plans for Contractor staff in coordination with CWP efforts, including having staff obtain Core Competency Certification in Workforce Competencies through Dynamic Works ([www.dynamicinstitute.com](http://www.dynamicinstitute.com)). CWP also encourages Contractor to promote attainment of the Certified Workforce Development Professional (CWDP) credential through the National Association for Workforce Development Professional (NAWDP) where appropriate for staff with the requisite experience and skills.
3. Contractor staff will participate in all training activities as required by CWP, including training related to the implementation of the CTWBS system and any successor system.

## **Appendix B: Jobs First Employment Services (JFES) Requirements**

### **Background**

On October 1, 1996 The Connecticut Department of Social Services implemented the sweeping welfare reform changes enacted in the federal Personal Responsibility and Work Opportunity Reconciliation Act. Under a new block grant, the former AFDC entitlement program was changed to Temporary Assistance to Needy Families (TANF), which is designed to transform welfare to a workforce attachment (Work First) model emphasizing work responsibility.

Connecticut operates under a 21-month time limit for families receiving cash under Temporary Family Assistance (TFA). However, up to two six-month extensions are available for some families who meet the Department of Social Services (DSS) extension requirements. JFES activities must be designed to move the hardest-to-employ recipients rapidly and effectively into employment and toward self-sufficiency.

Under TANF, states are required to demonstrate that certain percentages of adults in all families receiving cash assistance are participating in allowable work-related activities for a minimum of 30 hours per week. TANF reauthorization enacted through the Deficit Reduction act of 2005 added verification and documentation requirements for all activity hours; only verified, documented activity hours count toward the participation rate.

### **Allowable Countable Work Activities under TANF currently include:**

#### **Core Work Activities – count regardless of hours or duration**

- Unsubsidized Employment
- Subsidized Employment
- On-The-Job Training
- Voluntary Community Service
- Child Care provision for others engaged in Voluntary Community Service

#### **Limited Core Work Activities**

- Vocational Education / Occupational Skills Training for no more than 12 months in a recipient's lifetime (countable for no more than 30% of the caseload, in combination with minor parents completing high school)
- Job Search/Job Readiness/Job Development and Placement activities may be counted for 4 consecutive weeks and another 2 weeks within one federal fiscal year (October 1 – September 30)

#### **Incremental Activities – count only if recipient is engaged in 20 hours of core work activities**

- Adult Basic Education
- English as a Second Language
- GED preparation activities
- High School completion activities

Proposers must be prepared to meet the needs of all eligible Job First Employment Services (JFES) customers referred by the Department of Social Services, including the unemployed, the underemployed (who may need some flexibility in the services provided), and those who have limited English. Case management activities for JFES customers must ensure that this Region

meets the 30 hour per week participation rate for 50% of all families, documented in the customer file and in the *CTWorks* Business System.

**JFES Goals:** The goals established by the CT Department of Labor for the JFES program are:

- To enable Temporary Family Assistance (TFA) recipients, through employment, to become independent from cash assistance by the end of the 21-month time limit established by state law;
- To enable TFA recipients who become independent from cash assistance to remain employed and independent of TFA with the goal of placing them on a path to self-sufficiency, and
- To ensure that federally established participation rates are met through employment of TFA recipients and engagement in other allowable Jobs First Employment Service work activities deemed appropriate based on assessment of customer needs.

**JFES Performance Measures:** The performance measures established by the CT Department of Labor for the JFES program are:

<u>JFES Measures</u>	<u>Outcome</u>
Entered Employment	50%
Employed at \$666/month	50%
Employed at \$1,467/month	25%
Employment retention: 2 consecutive quarters	70%
Employment retention: 3 consecutive quarters	50%
Earnings gain	10%

The Contractor must provide intensive services to all JFES customers referred to *CTWorks* by Department of Social Services in accordance with the following requirements.

**I. Case Management Requirements**

**a) Geographic Coverage**

Case management services shall be provided to JFES Customers throughout the Contractor WIB's Region/Local Service Delivery Area.

**b) Uniform Provision of Services**

Case management services shall be provided throughout the Contractor WIB's Region/Local Service Delivery Area in a uniform and consistent manner.

**c) No Sub-Contractors**

The case management vendor selected by the Contractor WIB shall not be allowed to sub-contract the provision of case management services without the express written consent of DOL.

**d) Case Assignment**

i) Case managers shall be responsible for providing services to individuals in an assigned caseload.

ii) The assignment of caseloads shall comply with DOL JFES Procedure Manual.

iii) The same case manager shall retain the case:

1) regardless of which service provider or providers are providing services to the JFES Customer and

2) until the JFES Customer:

(A) leaves the Temporary Family Assistance or

(B) becomes exempt from Jobs First work requirements or

(C) moves out of the WIB Regional area,

however adjustments may be made for administrative reasons, e.g. to achieve caseload equalization.

**e) Dedicated Case Managers**

i) Case managers shall be devoted full time to case management and shall not be used for any purpose other than case management activities without prior approval by DOL upon demonstrating to DOL's satisfaction that the additional responsibility will not diminish services to JFES Customers.

ii) If any of the subcontractor's case managers provide case management services for programs other than JFES, (e.g. Workforce Investment Act services), the WIB shall include within its *Integrated Service Delivery Plan for Fiscal Year 2011- 2012* (Part IV of this Contract) a cost allocation methodology, subject to approval by DOL, indicating how such case management services are to be allocated to each funding source.

iii) The WIB shall:

1) identify any non-case management services provided by the case management contractor to a JFES Customer and

- 2) include this service provision on the *List of Service Providers* (Part IV of this Contract) as such service provision is subject to approval by DOL and may be required assurances that all other JFES case management requirements will be met.

f) **Start and Duration of Case Management**

- i) Case management shall begin according to the following criteria:

<b>JFES Customer category:</b>	<b>Case Management begins:</b>
for Customers entering JFES after the commencement of operations under this contract	upon successful referral from the Department of Social Services (DSS) to <i>CTWorks</i> and until the customer is no longer eligible for JFES Program services
for current JFES Customers	at the commencement of operations under this contract and until the Customer is no longer eligible for JFES Program services

g) **Case Management Core Functions:**

All case management provided under this Contract shall consist of the following Core Functions.

- i) **Participation in the Assessment**

Participation in the employment assessment of JFES Customers

- 1) to identify skills, aptitudes, strengths, interests and barriers,
- 2) to build upon the assessment data gathered by the DSS, and
- 3) to include participation of other One-Stop partners staffs and subcontractors when necessary.

- ii) **Development of an Employment Plan**

Development of a JFES Customer-specific Employment Plan based on

- 1) the results of the assessment
- 2) the specific circumstances of each Customer
- 3) the application of the JFES operating principles and
- 4) the JFES Program goals.

- iii) **Arrangement of Services**

Arrangement and coordination of services, including support services, to implement each JFES Customer's Employment Plan. Such services include:

- 1) referral to any service available in the community or from the State, such as child care assistance and BRS services, whether funded through the JFES or not;
- 2) the provision of support services such as, but not limited to, JFES special benefits and child care assistance in accordance with the

DOL JFES Procedure Manual, JFES Program Knowledge  
Training instructions and

- 3) assistance to the JFES Customer in the completion and submission of child care assistance applications, as needed.

**iv) Monitoring**

- 1) Monitoring the JFES Customer's participation in assigned activities toward the attainment of the individual JFES Customer's employment goal and the overall JFES Program goals .
- 2) Monitoring shall include, but is not limited to:
  - (A) engaging the Customer in JFES Employment Plan activities,
  - (B) checking the status of each Customer in his/her respective caseload at least once every month. Such monthly contact shall consist of:
    - (i) face-to-face meetings with the Customer,
    - (ii) phone conversations with the Customer,
    - (iii) a Customer's correspondence, or
    - (iv) the case manager's communication with a service provider with whom the Customer is engaged; and
  - (C) where there are issues of JFES Customer non-compliance with employment services requirements:
    - (i) re-engage the JFES Customer with the service provider; however
    - (ii) if non-compliance continues, refer the JFES Customer to the DSS for conciliation and sanctioning.
- 3) document each minimum monthly Customer contact in the case notes area of the *CTWorks* business system, including updating other areas of the record as a result of such monthly contact

**v) Tracking and Recording**

In accordance with federal reporting requirements, the CT TANF Work Verification Plan, and JFES Procedures Manual conduct tracking and recording of each JFES Customer as follows:

- 1) track and record Customers' participation in JFES activities
- 2) verify the status of each customer's participation in JFES activities;
- 3) enter the information into the *CTWorks* business system;
- 4) record changes to JFES customer data in the *CTWorks* business system within two working days of the case manager becoming aware of such changes;
- 5) maintain an ongoing record of participation in JFES activities for each JFES Customer; and
- 6) document the interaction between Customer and case manager as it relates to the Customer's participation in employment services and progression toward attaining employment plan goals.

**h) Approach to Fulfilling Core Case Management Functions**

The Case Manager shall achieve and implement the Core Case Management Functions by:

- i)** integrating and individualizing services for each JFES Customer,
- ii)** helping JFES Customers to access a series of continuous and connected services,
- iii)** developing partnerships between case manager and JFES Customers that are built upon mutual trust and respect,
- iv)** assisting even the hardest-to-serve individuals,
- v)** focusing on attainable employment outcomes that correspond to the JFES Customer's respective skills and interests,
- vi)** helping JFES Customers to enter the labor force in a timely and cost effective manner,
- vii)** facilitating the development of JFES Customer-specific Employment Plan that utilizes a broad array of services including but not limited to child care and transportation,
- viii)** monitoring JFES Customers progress to provide continuous and appropriate services and
- ix)** referring Customers for conciliation and sanctioning when Customers fail to comply with their respective Employment Plan activities.

**i) Time and Location of Case Management Services**

- i)** Contact with JFES Customers shall take place:
  - 1)** at the *CTWorks*' location or
  - 2)** if meeting at a *CTWorks* location is not possible, at a location reasonably accessible to the JFES Customer.
- ii)** The initial employment assessment, initial employment plan development and referral for initial service shall be completed within 10 calendar days of the date that DSS refers the JFES Customer to *CTWorks* for JFES Program employment services.
- iii)** If appropriate and necessary, Case managers shall:
  - 1)** make home visits and
  - 2)** be available off-hours and/or on weekendsto accommodate JFES Customers who cannot reasonably be expected to meet at the *CTWorks*' location due to participation in employment or employment plan activities and cannot be accommodated by telephone.
- iv)** Case managers shall maintain adequate contact with the Customer, based on the assessment and Employment Plan, to result in Customer's progress to employment and meeting the goals of the JFES Program.
- v)** Case managers shall verify the status of each Customer in his/her respective caseload at least once every month during the term of this Contract. Such monthly contact shall consist of:
  - (A)** face-to-face meetings with the Customer,
  - (B)** phone conversations with the Customer,
  - (C)** a Customer's correspondence, or
  - (D)** the case manager's communication with a service provider with whom the Customer is engaged.

**j) Caseloads**

- i) Case Manager caseloads per each FTE case manager shall not be:
  - 1) fewer than 85 or
  - 2) more than 135JFES Customers when case managers' responsibilities are limited to those described above.
- ii) When case managers' responsibilities exclude tracking and recording verification of Customers' hours of attendance as described above, the caseloads shall not be:
  - 1) fewer than 100 or
  - 2) more than 150JFES Customers.
- iii) DOL may approve an individual case manager's caseload being lower than 85 JFES Customers, if the WIB can demonstrate that special case circumstances apply, e.g. caseloads characterized by Customers having limited English proficiency.

**k) Administrative Requirements**

- i) Adequate supervision must be provided by the case management vendor to the case managers.
- ii) The case management vendor shall:
  - 1) record changes to JFES Customer data in the *CTWorks* business system within two working days of the case manager becoming aware of such changes;
  - 2) work cooperatively and constructively with:
    - (A) the Workforce Investment Board,
    - (B) the service providers funded by the WIB
    - (C) DOL staff and
    - (D) DSS staff;
  - 3) not be influenced by case management contractor staff to place individuals inappropriately into activities that may be provided concurrently by the case management contractor;
  - 4) have a designated liaison for contact with:
    - (A) the WIB with which it has a contract,
    - (B) DOL,
    - (C) DSS and
    - (D) Safety Net program service provider;
  - 5) make case managers available for periodic meetings or training sessions with DOL and DSS; and
  - 6) follow all protocols, procedures and guidelines concerning JFES case management issued by DOL.

## **II. JFES Subsidized Employment Requirements**

### Objectives

1. Provide paid subsidized employment to individuals with limited or no work history to increase their competitiveness in the job market.
2. Improve long-term employment retention by providing a real-world employment experience for participants that will increase their knowledge of the world of work and improve employment competency.
3. Create a participation incentive by offering limited paid work that will have no impact on cash benefits.
4. Improve TANF participation rates by including up to 20 hours per week of work for no more than 3 months to participants' employment plans in combination with other activities such as basic skills instruction or job search activities, or to extend their months of countable participation while they prepare for work.
5. Provide a Certificate of Competency Achievement and employment reference from the employer for all participants who successfully complete the subsidized employment component.

### **Requirements**

An individualized paid subsidized employment component is included in the scope of services of this contract. The contractor will designate at least one Subsidized Employment Coordinator. The role of the coordinator includes developing work sites, establishing job descriptions and work site and participant agreements, orienting the work site supervisors to the subsidized employment program, submitting the CWP Subsidized Employment Record when participants begin their placement, completing monthly reports for CWP and ensuring timely and accurate submission of participant time records for payroll processing.

A complete, signed Work Site Agreement must be in place prior to placement of participants at a work site. Each subsidized employment position must have a job description, and a supervisor must be designated. The format of the work site agreement template provided by CWP must be used. A listing of prospective work sites shall be submitted to CWP as agreements are executed. Work sites may be added as new sites are developed and agreements are signed.

Participant Agreements must also be in place prior to placement at a work site. The coordinator must orient participants regarding their role and responsibilities while on the job site. Participants must be familiar with the job description and agree to adhere to appropriate workplace behaviors. A participant agreement template has been provided by CWP, it can be tailored to fit the needs/specifications of the contractor.

Subsidized employment participants will be hired as employees of the contractor, and must be paid minimum wage and associated benefits (FICA, workers compensation, and unemployment insurance as applicable). The contractor will maintain payroll records for JFES participants, including records of time actually worked as verified by supervisors. Specific terms regarding workplace conditions for JFES subsidized employment are detailed in Appendix B(1), and must be implemented and monitored by the contractor. Contractor is encouraged to negotiate

financial agreements with private sector employers to hire participants on their payrolls. Such financial agreements must be submitted to CWP for review.

The contractor will ensure that participants are evaluated by supervisors no later than the second week on the job, and weekly thereafter. Weekly evaluation shall be collected by the coordinator and distributed to Career Agent as the mechanism to keep them informed of participant progress on the job and of any performance issues that require case management intervention. The final evaluation will be an overall evaluation, and will be compared with the initial evaluation to measure employability skills gains. The contractor will obtain a letter of reference from the work site and will issue a Certificate of Competency Achievement to each participant who successfully completes a subsidized employment assignment.

JFES participants shall generally be assigned to subsidized employment for 20 hours per week; each participant's work schedule shall be determined individually, with careful consideration given to keeping earnings within the earnings disregard for TFA – up to the Federal Poverty Level during the first 21 months and up to the TFA payment standard during an extension - while ensuring the 30 hour work participation requirement is met. This is the responsibility of case management.

Other activities must be combined with subsidized employment to ensure that the participant remains engaged in at least 30 hours per week of countable work activity. Contractor is responsible for recording all activities in the Employment Plan on CTWBS; the Contractor is responsible for providing a flexible work schedule to allow participation in a total of 30 hours of work activity. Other activities include education, such as ESL, ABE or GED classes; voluntary community service; part-time occupational training provided through ITAs; individual structured job search; and part-time employment. For participants engaged in education, a minimum of 20 hours per week of subsidized employment must be provided. The specific mix of activities will be determined based on the assessment of the participant. Paid subsidized employment may be used as a follow-up to job search skills training to extend the period of countable participation, and to build the participant's work history and enhance her resume. Subsidized employment may also serve as a lead-in to job placement, giving participants the opportunity to demonstrate that they are job-ready before being referred to a private sector employer.

CWP will provide the contractor with a Monthly Reporting template that must be used to track the progress of JFES programming.

The contractor will continue to place participants into subsidized employment for as long as resources remain available. Subsidized employment vacancies should be "back-filled" to the greatest extent possible.

### **Target Population**

The program will target participants on the contractor's active, time-limited JFES caseload, specifically:

- individuals with limited or no work history
- individuals who have not been successful in obtaining employment through job placement activities with a CWP contractor or with CT DOL
- individuals with occupational skills acquired through training but with limited work history
- individuals whose attendance and performance in other activities have been satisfactory

Number to be Served: A minimum of 150 JFES customers. New customers must be enrolled to fill positions vacated early by other customers.

#### Selection Criteria

Career agents and Contractor staff will use the following selection criteria for subsidized employment:

- Participant is a recipient of time-limited TFA and has limited work history: participant has not worked full-time (35 or more hours per week) for 13 consecutive weeks in the past 12 months; **and**
- Participant's TFA counter is below 18;\* **and**
- Participant is or will be engaged in other work activities, including education, training, community service or job search/job readiness/job development at least 10 hours per week.

**\* Participants between counter 18 and the first month of their second extension may be considered for subsidized employment on a case-by-case basis. Career agents must ensure that subsidized employment earnings will not exceed the payment standard for the participant's family size. The chart below shows the maximum hours when the only hours are at \$8.25/hour. In such cases, fewer than 20 hours of subsidized employment may be assigned when the hours can be combined with additional core work hours to result in 30 countable participation hours.**

**Contractor shall coordinate with DSS to identify child support payments, and to verify that subsidized earnings in combination with child support will not affect participants' eligibility for TFA benefits. Maximum hours at/above counter 18 by family size**

# of family members	maximum hours per week
1	12
2	15
3	18
4	21
5	24

#### Worksite Selection and Assignment

Contractor should review assessment and employment plan to verify that worksite is appropriate for the participant based skill level assessment and interests. Factors to be considered when placing a participant into subsidized employment should include 1) relevance of the job to the occupation in which the participant has been trained, if any; 2) relevance of the job to the participant's occupational and career goals; 3) the participant's ability to engage in the specific subsidized job (child care in place during work hours, transportation available, participant has job-specific qualifications such as the ability to pass criminal background check, no record with DCF, etc.) When the subsidized job is at the community service host agency the Contractor shall ensure that the paid job is at a higher level of responsibility than the community service position.

### **Duration of Subsidized Employment**

Participants will receive a minimum of 12 weeks and maximum of 16 weeks of paid work subsidized employment. Participants who do not remain on the job to work all of the planned hours must be replaced with additional participants to ensure that subsidized employment resources are fully utilized.

Hours per Week: Subsidized employment will range from 15 to 20 hours per week. CWP allows flexibility in this range under the following circumstances:

- up to 25 hours per week may be allowed when less than 10 hours of other activity are in the plan and when the earnings will not affect TFA eligibility (generally within the first 21 months)
- fewer than 15 hours per week when participant's immediate circumstances limit availability, such as change in child care, acute illness in the family, etc.
- fewer than 15 hours per week when participants is above counter 18 and earnings may result in exceeding the payment standard.

### **Wrap-Around Services**

Career Agents are responsible for ensuring that child care and transportation services are in place for subsidized employment participants. Participants may receive basic and/or vocational skills training through ITAs or through other training programs funded by CWP or by other sources such as the public schools, prior to or concurrent with subsidized employment. Placement into unsubsidized employment is the ultimate goal for participants in subsidized employment.

### **Post-Subsidized Employment Follow-up**

The final section of the CWP Subsidized Employment Record must be completed and submitted to CWP upon completion of the subsidized employment. Subsidized employment participants will be treated in the same way as any JFES participant; their employment plans will be developed and modified until they reach the goal of independence from cash assistance. Follow-up activities may include referral to training programs, use of *CTWorks* resource library and workshops, continued attendance at adult education, voluntary community service at non-profit work sites if approved by the host agency and combined with job placement activity.

### **Reporting Requirements**

The CWP Subsidized Employment Record form must be completed for each subsidized employment participant and submitted to CWP and case management at the start of the placement and again upon completion of subsidized employment. This form must be used to report changes in the work assignment, if any.

Contractor staff will use the CWP Subsidized Employment Record form as the basis for adding the activity and details to the JFES Employment Plan on CTWBS. Participants' performance in the subsidized employment program should also be captured on CTWBS through private case notes, activity notes, start and end dates, activity hours, and sanction referrals if necessary. Contractor staff will forward copies of the work site evaluation to case management staff at least monthly, but more frequently if performance issues arise.

The Contractor must keep all participant evaluations on file for tracking and monitoring purposes.

A list of JFES Subsidized Employment Program: Prospective Worksites in the format provided must be submitted to CWP at program start-up with updates submitted as worksites are added.

Monthly reports should be submitted to CWP for program and participant tracking. Aggregate reports will be compiled by CWP based on these records for purposes of program tracking and evaluation.

**Program Outcomes**

The goals of the subsidized employment program are 1) to increase the TANF participation rate; 2) to provide participants with employment competency, knowledge of the world of work, a positive reference from an employer, and an updated, enhanced resume; and 3) to place participants into unsubsidized employment following completion of the subsidized employment.

Outcome Measures

Measure	rate
% subsidized hours paid to participants (total program)	100%
% of participants receiving initial work evaluation by week 2	100%
% of participants to complete subsidized employment as planned and earn Certificate of Completion	75%
% of participants to receive final work evaluation	75%
% of participants receiving final work evaluation to show measurable improvement	85%
% of participants to enter unsubsidized employment	70%

Appendix B(1): Additional Specific Terms regarding Workplace Conditions  
for the JFES Subsidized Employment Program

1. Safeguards to ensure that participants in the JFES Subsidized Employment Program do not displace other employees

(a) A participant in a program or activity must not displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of the date of the participation). (b) A program or activity must not impair existing contracts for services or collective bargaining agreements. When a program or activity would be inconsistent with a collective bargaining agreement, the appropriate labor organization and employer must provide written concurrence before the program or activity begins. (c) A participant in a program or activity may not be employed in or assigned to a job if: (1) Any other individual is on layoff from the same or any substantially equivalent job; (2) The employer has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy so created with the participant; or (3) The job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers.

2. Wage and labor standards that apply to participants in the JFES Subsidized Employment Program

(a) Individuals in on-the-job training or individuals employed in activities must be compensated at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience and skills. Such rates must be in accordance with applicable law, but may not be less than the higher of the rate specified in section 6(a)(1) of the Fair Labor Standards Act of 1938 (29 U.S.C. 206(a)(1)) or the applicable State or local minimum wage law. (b) Individuals in on-the-job training or individuals employed in programs and activities must be provided benefits (excluding benefits currently provided through the granted state assistance) and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of work. (c) Allowances, earnings, and payments to individuals participating in programs are not considered as income for purposes of determining eligibility for and the amount of income transfer and in-kind aid furnished under any Federal or Federally assisted program based on need other than as provided under the Social Security Act (42 U.S.C. 301 *et seq.*).

3. Health and safety standards that apply to the working conditions of participants in activities in the JFES Subsidized Employment Program

(a) Health and safety standards established under Federal and State law otherwise applicable to working conditions of employees are equally applicable to working conditions of participants engaged in programs and activities.

(b)(1) To the extent that a State workers' compensation law applies, workers' compensation must be provided to participants in programs and activities on the same basis as the compensation is provided to other individuals in the State in similar employment. (2) If a State workers' compensation law applies to a participant in subsidized employment, workers' compensation benefits must be available for injuries suffered by the participant in such subsidized employment. If a State workers' compensation law does not apply to a participant in subsidized employment, insurance coverage must be secured for injuries suffered by the participant in the course of such subsidized employment.

**APPENDIX C:**

**SAMPLE EVALUATION TOOL FOR CAPITAL WORKFORCE PARTNERS  
2012-2013 ONE-STOP PROPOSALS**

REVIEWER'S NAME: \_\_\_\_\_

PROPOSER: \_\_\_\_\_

DATE RATED: \_\_\_\_\_ SCORE: \_\_\_\_\_ RANK: \_\_\_\_\_

SCORING Total possible points: 100

Raters: Evaluate each of the following areas and record your response (score) in the blank provided beside the criteria. Use the items listed as a guide to relevant elements of the proposal. Explain your evaluation in the Comments section at the end of this form.

**RATING CRITERIA**

**Overall Organizational Capacity (Up to 25 points) Score: \_\_\_\_\_**  
**Scope of Services, Section A, Attachment D parts I and II with supporting documents, resumes**

1. Adequacy of proposer's size to support One-Stop activity administratively, fiscally and programmatically.
2. Level of commitment to workforce development as demonstrated by proposer's mission and goals.
3. Staff qualifications as illustrated by resumes and job descriptions of key managerial staff.
4. Degree to which relationships with businesses in targeted sectors have been developed.
5. Experience with use of technology for program management and data for decision-making.
6. Strength of financial and administrative management systems.
7. Adequacy of Cost Allocation Plan.
8. Adequacy of financial resources to operate on a cost-reimbursement basis.
9. No unresolved audit or monitoring findings.

**Capacity to Deliver Career Preparation & Customer Management (Up to 20 points) Score: \_\_\_\_\_**

1. Performance of prior programs as shown by CWP data.
2. Performance of non-CWP programs as shown by detailed information provided by references.
3. Current operation of programs providing services similar to those proposed.
4. Experience with all target populations.
5. Experience with service delivery at multiple locations to large numbers of jobseekers.
6. Delivery of similar services over the past two years.

**Capacity to Deliver Business Services (Up to 20 points)**

**Score: \_\_\_\_\_**

1. Performance of prior programs as shown by CWP data.
2. Performance of non-CWP programs as shown by detailed information provided by references.
3. Current operation of programs providing services similar to those proposed.
4. Demonstrated business linkages.
5. Ability to identify first five businesses to be served.
6. Delivery of similar services over the past two years.

**Capacity to Deliver Online Learning Facilitation  
& Capacity Building (Up to 20 points)**

**Score: \_\_\_\_\_**

1. Performance of prior programs as shown by CWP data.
2. Performance of non-CWP programs as shown by detailed information provided by references.
3. Current operation of programs providing services similar to those proposed.
4. Experience with online skill development software and programs.
5. Experience with online job search software and programs.
6. Experience with provision of professional development and capacity building.
7. Delivery of similar services over the past two years.

**BUDGET (Up to 15 points)**

**Score: \_\_\_\_\_**

1. All proposed costs are allowable and reasonable.
2. Proposed costs are directly related to the program.
3. Proposed costs are competitive with similar proposals/programs.
4. Computations are accurate.
5. Budget narrative provides a method of calculation for each line item.
6. Administrative costs are no more than 5% of direct costs.
7. Profit is no more than 5% of direct costs.

**ATTACHMENT A  
Capital Workforce Partners, Inc.  
2012 – 2013 One-Stop Components Request for Proposal  
Due Date: February 24, 2012 5:00 pm**



A partner in **CTWORKS**

**PROPOSAL COVER SHEET**

Name of Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Contact Person Information

Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Agency Status

Public Non-Profit Corporation     Private Non-Profit Corporation     Private For-Profit  
 Government    Other: (specify) \_\_\_\_\_    Years in Operation: \_\_\_\_\_

Proposal Summary:

Component	Proposed Cost
Career Preparation and Customer Management	
Business Services Unit	
Online Learning Facilitation and Capacity Building	
Total	

\*Disclosure of Financial or Other Relationship with the CWP Board Members or Staff: Please Identify Names and Title Below (add an additional sheet if necessary). Check here if none:

Name(s) & Title(s) of individual(s) with relationship with CWP Board/Staff Member:

\_\_\_\_\_

To the best of my knowledge and belief, all information in this application is true and correct, the document has been duly authorized by the governing body of the applicant, and the applicant will comply with the attached assurances if the assistance is awarded.

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
Date

Telephone: \_\_\_\_\_

Name and Title of Authorized Representative:

\_\_\_\_\_

**ATTACHMENT B: ASSURANCES**

I recognize that I must give assurance for each item below. If I cannot, this proposal will be automatically rejected. The assurances are:

1. I am authorized by my Board of Directors, Trustees, other legally qualified officer, or as the owner of this agency or business to submit this proposal.
2. We are not currently on any Federal, State of Connecticut, or local Debarment List.
3. We will provide records to show that we are fiscally solvent, if needed.
4. We have all of the fiscal controls and accounting procedures needed to ensure that public/private funds will be used as required by law and contract.
5. **We will meet all applicable Federal, State, and local compliance requirements.** These include, but are not limited to:
  - Records accurately reflect actual performance.
  - Maintaining record confidentiality, as required.
  - Reporting financial, participant, and performance data, as required.
  - Complying with Federal and State non-discrimination provisions.
  - Meeting requirements of Section 504 of the *Rehabilitation Act of 1973*.
  - Meeting requirements of the *Americans with Disabilities Act of 1990*.
  - Meeting all applicable labor law, including Child Labor Law standards.
  - Ensure organization is a Drug Free Workplace.
  - Agrees not to use contract funds to lobby.
  - Enforce zero tolerance for violence in the workplace.
  - Ensure that all staff with direct contact with minors under 18 undergo a criminal background check and only those individuals with a satisfactory result are employed in a program serving minors,

**We will not:**

- Place a participant in a position that will displace a current employee.
- Use public/private money to assist, promote, or deter union organizing.
- Use funds to employ or train persons in sectarian activities.
- Use funds for adults or youth in the construction, operation, or maintenance of any part of a facility to be used for sectarian instruction or religious worship.
- Use public/private funds for activities that would interfere with or replace regular academic requirements for eligible youth that are not dropouts.

**I hereby assure that all of the above are true.**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**ATTACHMENT C**

**PROPOSER SUBMISSION CHECKLIST: 2011 SYELP RFP**

Proposer: \_\_\_\_\_

Program Name: \_\_\_\_\_

ITEM	YES	NO	N/A
1. Proposal including one original and ten (10) additional copies.	<input type="checkbox"/>	<input type="checkbox"/>	
2. Completed Cover Page Form/Signature Sheet –Attachment A			
Program Summary	<input type="checkbox"/>	<input type="checkbox"/>	
Disclosure of Financial Relationship with CWP	<input type="checkbox"/>	<input type="checkbox"/>	
Signature on Cover Sheet	<input type="checkbox"/>	<input type="checkbox"/>	
3. Table of Contents			
4. Completed and signed Assurance Form – Attachment B	<input type="checkbox"/>	<input type="checkbox"/>	
5. Completed Submission Checklist Attachment C	<input type="checkbox"/>	<input type="checkbox"/>	
6. Completed Organizational Status and Capacity Checklist: Attachment D parts I & II	<input type="checkbox"/>	<input type="checkbox"/>	
7. Audit	<input type="checkbox"/>	<input type="checkbox"/>	
8. Cost Allocation Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Resumes of key staff.	<input type="checkbox"/>	<input type="checkbox"/>	
10. Proposal Narrative	<input type="checkbox"/>	<input type="checkbox"/>	
11. Budget package for each component, including narrative justification	<input type="checkbox"/>	<input type="checkbox"/>	
12. Electronic copy of proposal	<input type="checkbox"/>	<input type="checkbox"/>	
13. Business references have been asked to complete and submit Reference and Performance History Report forms.	<input type="checkbox"/>	<input type="checkbox"/>	

*Note: Reference and Performance History Reports must be submitted directly to CWP by the referring organization.*

Please provide an explanation of materials not submitted with the proposal.

\_\_\_\_\_

Completed by: \_\_\_\_\_

Date: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

address: \_\_\_\_\_

**ATTACHMENT D: Part I****ORGANIZATIONAL STATUS AND CAPACITY CHECKLIST**

A copy of each of the applicable documents listed below must be submitted with the original proposal. Proposers who have submitted certain documents to CWP on or after July 1, 2009 are not required to include the document with the proposal. The date of the submission should be noted as applicable.

**1. Current Organization Status**

Document	Attached	Date of submission
Incorporated Proposer: Annual report or corporation's articles of incorporation and charter number assigned by the appropriate State Agency.	<input type="checkbox"/>	
Non-Profit Organization: Proof of 501(c) 3 status.	<input type="checkbox"/>	
Partnerships: Limited Partnerships – Certificate of Limited Partnership; General Partnership – evidence of valid partnership.	<input type="checkbox"/>	
Non-incorporated business: Appropriate business or occupational license.	<input type="checkbox"/>	
None of the above – Attach explanation of organizational status.	<input type="checkbox"/>	N/A

**2. Current Licenses And Certifications (As Applicable) For Proposer**

Document	Attached	Date of submission
Occupational licenses (city and county).	<input type="checkbox"/>	
Proof of accreditation from a duly authorized body.	<input type="checkbox"/>	
Professional licenses and certifications necessary for performance of services/activities in the state of Connecticut	<input type="checkbox"/>	
None of the above – Attach explanation of organizational status.	<input type="checkbox"/>	N/A

**3. Proof of Current Insurance (must be submitted with original proposal)**

Document	Attached
Workers Compensation	<input type="checkbox"/>
General Liability	<input type="checkbox"/>
Fidelity Bonding	<input type="checkbox"/>
Automobile	<input type="checkbox"/>

**4. Proof of Current Financial Status (must be submitted with proposal)**

Document	Attached
Non-Profit: Most recent audit	<input type="checkbox"/>
For-Profit: Most current statement of financial capability (i.e., an audit, financial statement or U.S. tax return	<input type="checkbox"/>

**ATTACHMENT D: Part II**

**ORGANIZATIONAL STATUS AND CAPACITY CHECKLIST  
ADMINISTRATIVE AND FINANCIAL CAPABILITIES CHECKLIST**

Please respond to each statement or question with a "yes" or "no" answer.

<b>Administrative Requirement</b>	<b>Yes</b>	<b>No</b>
1. Resumes for key staff are attached, and job descriptions specifying minimum qualifications have been provided for key positions not yet filled.	<input type="checkbox"/>	<input type="checkbox"/>
2. Insurance and bonding policies are current and all staff involved with this proposal are or will be covered.	<input type="checkbox"/>	<input type="checkbox"/>
3. The books of account are auditable.	<input type="checkbox"/>	<input type="checkbox"/>
4. Administrative and internal accounting controls are adequate to safeguard program assets.	<input type="checkbox"/>	<input type="checkbox"/>
5. The accounting system adequately accounts for program funds.	<input type="checkbox"/>	<input type="checkbox"/>
6. The agency has a written accounting procedures manual and the procedures in the accounting manual are being followed.	<input type="checkbox"/>	<input type="checkbox"/>
7. The organization has sufficient internal controls and procedures for the following:	<input type="checkbox"/>	<input type="checkbox"/>
a) cash receipts	<input type="checkbox"/>	<input type="checkbox"/>
b) checks reconciliation	<input type="checkbox"/>	<input type="checkbox"/>
c) cash disbursements	<input type="checkbox"/>	<input type="checkbox"/>
d) bank reconciliation	<input type="checkbox"/>	<input type="checkbox"/>
e) payroll	<input type="checkbox"/>	<input type="checkbox"/>
f) purchasing	<input type="checkbox"/>	<input type="checkbox"/>
8. If governmental or non-profit, the organization has a written cost allocation plan approved by its Board of Directors. A copy of the approved plan is attached.	<input type="checkbox"/>	<input type="checkbox"/>

For any "NO" responses, provide the number from the checklist and an explanation: Attach additional pages if needed.

I hereby certify that I have completed this Administrative and Financial Capabilities Checklist accurately and to the best of my knowledge. I, the financial officer or C.E.O. of the proposing organization, accept responsibility for providing financial services adequate to insure the establishment and maintenance of an accounting system with internal controls adequate to safeguard CWP program funds. I further understand that if the CWP awards a contract to this organization, that these administrative and financial procedures and controls will be monitored to insure compliance with all General Accounting Office practices.

Typed Name, Title: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Capital Workforce Partners**  
**Function I: Career Preparation and Customer Management Budget Detail Form**

**Proposer name:**

Please attach a detailed budget narrative justifying all costs.

LINE ITEM	Overhead Costs	Program	Total	In-Kind
a. Salaries: Total from Staff Chart	\$	\$	\$	\$
b. Staff Fringe (List Fringe Benefits) Description & Calculation, including rate and amount applied to:				
<b>Total Fringe</b>	\$	\$	\$	\$
c. Staff Travel Mileage x rate; must be detailed in budget narrative	\$	\$	\$	\$
d. Instructional (Training) Materials Must be detailed in budget narrative	\$	\$	\$	\$
e. Consumable Supplies Must be detailed in budget narrative	\$	\$	\$	\$
f. Participant Support Must be detailed in budget narrative	\$	\$	\$	\$
g. Miscellaneous Must be detailed in budget narrative	\$	\$	\$	\$
g. General Overhead/Administration Up to 5% of Direct Costs	\$	\$	\$	\$
h. Profit Up to 5% of Direct Costs excluding G&A and vendor contracts	\$	\$	\$	\$
<b>TOTALS</b>	\$	\$	\$	\$

**Capital Workforce Partners**  
**Function I: Career Preparation and Customer Management Staff Chart**

**Proposer Name:**

**FULL TIME WORK WEEK = \_\_\_\_\_ HOURS**

Position Title	Number of Positions	# of Weeks	Hours per Week	Hourly Rate	Total Cost
1 _____					
2 _____					
3 _____					
4 _____					
5 _____					
6 _____					
7 _____					
8 _____					
9 _____					
10 _____					
11 _____					
12 _____					
13 _____					
14 _____					
15 _____					
16 _____					
17 _____					
18 _____					
19 _____					
20 _____					
<b>Total Hours/Dollars</b>					

Attach additional pages if needed



**Capital Workforce Partners  
Function II: Business Services Budget Detail Form**

**Proposer name:**

Please attach a detailed budget narrative justifying all costs.

LINE ITEM	Overhead Costs	Program	Total	In-Kind
a. Salaries: Total from Staff Chart	\$	\$	\$	\$
b. Staff Fringe (List Fringe Benefits) Description & Calculation, including rate and amount applied to:	\$	\$	\$	\$
c. Staff Travel Mileage x rate; must be detailed in budget narrative	\$	\$	\$	\$
d. Instructional (Training) Materials Must be detailed in budget narrative	\$	\$	\$	\$
e. Consumable Supplies Must be detailed in budget narrative	\$	\$	\$	\$
f. Participant Support Must be detailed in budget narrative	\$	\$	\$	\$
g. Miscellaneous Must be detailed in budget narrative	\$	\$	\$	\$
g. General Overhead/Administration Up to 5% of Direct Costs	\$	\$	\$	\$
h. Profit Up to 5% of Direct Costs excluding G&A and vendor contracts	\$	\$	\$	\$
<b>TOTALS</b>	\$	\$	\$	\$

**Capital Workforce Partners**  
**Function II: Business Services Staff Chart**

**Proposer Name:**

**FULL TIME WORK WEEK = \_\_\_\_\_ HOURS**

Position Title	Number of Positions	# of Weeks	Hours per Week	Hourly Rate	Total Cost
1 _____					
2 _____					
3 _____					
4 _____					
5 _____					
6 _____					
7 _____					
8 _____					
9 _____					
Total Hours/Dollars					



**Capital Workforce Partners**  
**Function I: Career Preparation and Customer Management Budget Detail Form**

**Proposer name:**

Please attach a detailed budget narrative justifying all costs.

LINE ITEM	Overhead Costs	Program	Total	In-Kind
a. Salaries: Total from Staff Chart	\$	\$	\$	\$
b. Staff Fringe (List Fringe Benefits) Description & Calculation, including rate and amount applied to:				
<b>Total Fringe</b>	\$	\$	\$	\$
c. Staff Travel Mileage x rate; must be detailed in budget narrative	\$	\$	\$	\$
d. Instructional (Training) Materials Must be detailed in budget narrative	\$	\$	\$	\$
e. Consumable Supplies Must be detailed in budget narrative	\$	\$	\$	\$
f. Participant Support Must be detailed in budget narrative	\$	\$	\$	\$
g. Miscellaneous Must be detailed in budget narrative	\$	\$	\$	\$
g. General Overhead/Administration Up to 5% of Direct Costs	\$	\$	\$	\$
h. Profit Up to 5% of Direct Costs excluding G&A and vendor contracts	\$	\$	\$	\$
<b>TOTALS</b>	\$	\$	\$	\$

**Capital Workforce Partners**  
**Function III: Online Learning Facilitation and Capacity Building**

**Proposer Name:**

**FULL TIME WORK WEEK = \_\_\_\_\_ HOURS**

Position Title	Number of Positions	# of Weeks	Hours per Week	Hourly Rate	Total Cost
1 _____					
2 _____					
3 _____					
4 _____					
5 _____					
6 _____					
7 _____					
8 _____					
9 _____					
Total Hours/Dollars					





**One-Stop System Components Request for Proposal  
Reference and Performance History Report**

Instructions: A copy of this report form should be provided to each reference by the proposer. The report should be completed only for the most recent contract period since July 1, 2010, and submitted no later than February 24, 2012.

The organization providing the reference should complete, sign and submit the report. The signed report may be scanned and sent to [pnabors@capitalworkforce.org](mailto:pnabors@capitalworkforce.org). The report may be submitted by mail to:  
 Pamela Nabors, Director of Program Operations  
 Capital Workforce Partners  
 One Union Place  
 Hartford, CT 06103

Proposer Name: \_\_\_\_\_

Name and address of organization providing reference: \_\_\_\_\_

Name of individual completing report: \_\_\_\_\_

Email address: \_\_\_\_\_

Telephone number: \_\_\_\_\_

**Contract Information:** If proposer has had multiple contracts during the most recent contract period, reference may complete a single combined report or separate reports for each contract.

Contract/Program name(s): \_\_\_\_\_

Contract number(s): \_\_\_\_\_

Contract amount: \_\_\_\_\_

Contract period: \_\_\_\_\_

Please indicate services provided by the contractor.

Career Preparation

Job Placement

Business Services

Online/Technology-based Learning

Capacity Building

**Job-seeker Services**

Please indicate service levels and outcomes for each target population

Target Population	# served	# placed
Dislocated Workers		
Low Income Adults		
TANF/Welfare Recipients		
Ex-Offenders		
Individuals with Disabilities		
Veterans		

**Business Services**

How many businesses were served? \_\_\_\_\_

How many job orders were taken? \_\_\_\_\_

How many businesses received targeted recruitment services, and screening and matching of candidates? _____	What was the fill rate for this service? _____
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**Facilitation of Online/Technology-based Learning**

How many students were provided with facilitated online or technology-based learning under this contract? \_\_\_\_\_

Please list all technology-based and online learning products facilitated by this contractor.

\_\_\_\_\_

**Capacity Building**

Please describe the type of training and capacity building provided under this contract, including the type and number of staff trained.

\_\_\_\_\_

Has the contractor identified new technologies or technology advances to support job-seeker or business services? Please describe. \_\_\_\_\_

Please rate and comment on the contractor’s performance in each area, using the ratings listed below.

Rating	Description
Excellent	The contractor’s performance clearly exceeds contractual requirements.
Satisfactory	No problems exist or only minor problems for which solutions are in hand.
Marginal	Problems exist for which the identified solution may be adequate, but the problem appears to be within the contractor’s ability to solve.
Unsatisfactory	Serious problems exist which may be outside the contractor’s ability to solve. The contractor is in danger of not being able to satisfy contractual requirements and timely recovery is not likely.
N/A	Not applicable or unable to provide information

Service	Excellent	Satisfactory	Marginal	Unsatisfactory
Career Preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Placement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online/Technology-based learning facilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity Building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Would you contract with this organization again? \_\_\_\_\_

General Comments: \_\_\_\_\_

Name of individual completing report: \_\_\_\_\_

Signature and Date Signed: \_\_\_\_\_