WSI is seeking qualified and experienced organizations to provide Industry-Specific Vocational Training services for low-income City of Portland residents.
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Part I  Introduction

Worksystems, Inc. (WSI) is an experienced non-profit that pursues and invests resources to improve the quality of the local workforce. WSI designs and coordinates workforce development programs and services delivered through a network of partners to help people get the skills, training, and education they need to go to work or advance in their careers.

We are pleased to present a Request for Proposals (RFP) and seek responses from qualified and experienced organizations to deliver Industry-Specific Vocational Training services for low-income City of Portland residents.

Part II  Background

Worksystems, Inc. (WSI) and the Portland Development Commission (PDC) have aligned our efforts to help disadvantaged individuals gain career track employment by co-investing in a new program called the Economic Opportunity Program (EOP). This Program systemically ties long-term, relationship-based Vocational Case Management services funded by PDC to workforce preparation, training, and employment resources funded by Worksystems through WorkSource Portland Metro (WSPM) – the region’s publicly-funded workforce development system. The EOP serves low-income adults facing multiple barriers to employment who want to engage in coaching, skill development, and training, as needed, to achieve their employment goal.

Research has shown that the most effective workforce programs for low-income, high need populations use customized and industry-specific approaches, deploy specialized expertise, and organize interventions around addressing particular barriers, such as homelessness, criminal backgrounds, and limited English language ability. Through the Program, WSI and PDC seek to fund organizations with demonstrated success in using these types of workforce practices.

Our programmatic, and funding approach, is designed to meet two objectives: 1) ensure a minimum level of services for populations facing significant barriers to employment that WSI and PDC have historically served in common, and 2) to enable organizations with demonstrated experience and success to identify other populations of high need and develop customized projects to achieve employment and advancement outcomes for these populations. The populations WSI and PDC have historically served in common are: a) immigrants and English Language Learners, b) ex-offenders, and c) people who are homeless or formerly homeless, and people who are residents of publicly supported housing.

PDC and WSI are committed to ensuring that the EOP advances social and economic equity. The City’s adult workforce development funds have historically served a high representation of people of color and immigrants/English Language Learners. Among program graduates, approximately 40 percent of have been people of color and 18 percent have been immigrants/English Language Learners. PDC and

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1 “Low-Income” is defined as at or below 50% median family income for the City of Portland.
2 People of color includes but is not limited to: people who self-identify as African American, Asian, Hawaiian/Pacific Islander, Hispanic or Latino, American Indian or Alaska Native.
WSI aim to ensure that the EOP will serve people of color and immigrants/English Language Learners at the same or higher levels. In addition to supporting the City equity policies, the EOP will support implementation of the Portland/Multnomah County Plan to End Homelessness and the City’s Neighborhood Economic Development (NED) Strategy.  

We are funding two types of projects under the EOP: Industry-Specific Vocational Training and Vocational Case Management. This RFP invites proposals for Industry-Specific Vocational Training projects. WSI is simultaneously issuing a separate RFP for Vocational Case Management projects. Respondents may apply for one or both Economic Opportunity RFPs and may submit multiple proposals for either RFP.

### Part III Available Funding

WSI is issuing two concurrent Requests for Proposals (RFPs) for the EOP, including 1) Vocational Case Management and 2) Industry-Specific Vocational Training. The combined total funding for both RFPs is estimated to be $1,000,000 for the period July 1, 2013 through June 30, 2014.

Funding for this RFP, the Industry-Specific Vocational Training portion of the EOP, is estimated to be $300,000 for the period July 1, 2013 through June 30, 2014. Additional years’ funding may be contracted for up to four one-year extensions through June 30, 2018 at a funding level to be determined each year based on available funds and contractor performance.

Through our funding decisions, we will seek to achieve a balance of services to culturally and geographically diverse populations. The Resource Document Priority Neighborhood Map – Workforce Development identifies the priority neighborhoods for purposes of workforce development services. Shaded areas on the map indicate areas of the City with lower median family incomes, higher poverty rates, and, in many instances, more people of color and immigrants compared to the City as a whole. In order to support the Neighborhood Economic Development Strategy, PDC and WSI are seeking proposals that will address the needs of low-income, residents in these neighborhoods. Additionally, the City has six new Neighborhood Prosperity Initiative (NPI) districts and two Main Street districts in these priority neighborhoods. Proposals that will serve low-income individuals living in neighborhoods surrounding NPIs or Main Street areas are encouraged.

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3 The goal of the Neighborhood Economic Development Strategy is to foster economic opportunity and neighborhood vitality throughout Portland. To achieve this goal, the strategy is intended to proactively support: (1) Communities of color City wide and (2) residents and business within “priority neighborhoods.” For purposes of workforce development, priority neighborhoods are those experiencing lagging commercial investment and increased poverty, and those experiencing gentrification pressures.
Estimated Amount Available for Industry-Specific Vocational Training Contracts

<table>
<thead>
<tr>
<th>Estimated Total</th>
<th>$300,000</th>
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- Contract amount range: Applicants must propose contracts with a minimum budget of $100,000. We intend to fund multiple proposals under this solicitation.
- Minimum staffing: Applicants must propose staffing of at least one half-time staff who is completely devoted to providing direct services to participants. No front-line staff funded through this program may be dedicated at less than .5 FTE.

WSI intends to fund more than a single applicant or project and reserves the right to negotiate funding levels higher or lower than the proposed amount. Additionally, if future funds become available through receipt of discretionary grants that fit within the program design of this RFP, it is WSI’s intent to add them to the existing contracts. Therefore, proposals should allow for scalability.

Part IV Contractor Qualification, Performance and Reporting Requirements

Qualifications
We are seeking entities or groups of entities in a consortium (applicants submitting as consortia please review Part VII, Section B for additional requirements) that have a demonstrated history of success and proven expertise in providing Industry-Specific Vocational Training services for low-income, high need populations leading to employment. Applicants must demonstrate:

- History of providing high quality Industry-Specific Vocational Training resulting in employer-recognized credentials
- History of achieving employment outcomes for low-income, high need adults
- Experience designing and delivering Industry-Specific Vocational Training using best practice approaches, such as contextualized learning, hands-on applications, and strong connections to and involvement of industry and employers
- History of and ability to outreach to low-income, high need individuals and competence to serve this population
- Strong administrative capacity

Designation as a U.S. Department of Housing and Urban Development certified Community Based Development Organization (CBDO) is highly desirable whenever reasonably feasible. See Resource Documents for information about CBDOs. As a part of this solicitation, an informational meeting about CBDO formation will be held to better inform potential bidders about requirements and process. For meeting details see Part XI CBDO Informational Meeting.

Performance Requirements
EOP contractor performance will be evaluated with Success Measures and Progress Indicators (below). Success will be measured in three performance areas. Respondents will propose performance goals
for each of these measures in their RFP submission on the Enrollment and Demographics Plan. Performance goals will be negotiated with selected bidders prior to the start of each program year.

Progress Indicators demonstrate progress in a career plan toward the goal of securing career track employment. We expect participants to meet the Employment Indicator and at least one other Progress Indicator from a group of possible Indicators prior to transition to the Retention and Advancement phase. Not all Progress Indicators will apply to every participant. Applicable Progress Indicators will be based on each participant’s career plan.

**Success Measures**
- Attainment of career track employment
- Retention in employment
- Wage gain or advancement

**Progress Indicators**
- Attainment of Unsubsidized Employment

**Other Indicators**
Examples of other progress indicators include, but are not limited to:

- Successful transition of participants from EOP Vocational Case Management Programs into the proposed training program
- Achievement of Bronze level or higher on the National Career Readiness Certificate
- Attainment of target industry job-ready and skills standards
- Attainment of an industry-recognized credential

**Reporting Requirements**
All successful respondents will be required to enter participant-level data required for eligibility determination, including demographic information, services provided and outcomes into the I-Trac Information Management System for program and performance reporting purposes. All contractor staff will be required to complete the I-Trac user training provided by WSI. Staff will be required to sign and comply with the WSI system user agreement.

**Part V Program Description**

**Industry Targets**
Industry-Specific Vocational Training projects funded through this solicitation will provide on-ramps to employment pathways through training and occupational coaching in these industries (henceforth referred to as ISVT target industries) for individuals with low basic skill levels, limited work histories, and other barriers:
• Advanced Manufacturing
• Construction/Trades
• Health Care
• Office/Clerical

To ensure that employers have the skilled workers they need, WSI aligns workforce efforts and resources in support of growth industry sectors. We have recently joined with neighboring workforce investment boards in the Columbia-Willamette Workforce Collaborative to focus on key industry sectors, including Health Care and Advanced Manufacturing. WSI has also identified Construction/Trades and Office/Clerical as industries projected to have strong growth and pathways to living-wage employment. These industries have all of the following characteristics: strong employment growth, significant employment opportunities, pathways to living wage jobs for low-skilled and middle-skilled job seekers, and pathways that can be accessed with further credentialing.

The challenge is to create programs to bridge the skills gap, develop base levels of occupational and vocational skills that employers are looking for, and provide opportunities for work experience. We know that industry-specific training programs have proven to be effective in preparing unemployed and under-skilled workers for skilled positions and connecting them with employers. When training is contextualized to an occupation or industry, results tend to be stronger than if the training is delivered in isolation or focuses on a general set of skills. Studies show that individuals participating in industry-specific training programs are more likely to get work, earn more money and have better access to benefits.4

The Program
Through the EOP we seek to support Industry-Specific Vocational Training that prepares low-income, low-skilled individuals for entry-level occupations in the ISVT target industries, and for further training that will allow them to advance along a career track within these industries. Selected training organizations will provide individualized guidance, career coaching, and job search assistance for participants as they progress through training and into employment. Priority access to Industry-Specific Vocational Training will be provided for individuals enrolled in EOP Vocational Case Management projects. Candidates for Industry-Specific Vocational Training will have an identified occupational or career goal that aligns with the industry focus of the training provider and will meet the readiness and entry requirements of the training provider.

We are seeking to fund Industry-Specific Vocational Training projects that have the following characteristics:

• Focus on one of the four ISVT target industries.
• Strong link to employers. Training should be designed in consultation with employers, meet the unique needs of a target industry and its local employers, lead to employer-recognized and industry-recognized credentials, qualify and prepare participants for employment broadly

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4 Summarized in the Hamilton Project November 2011 Strategy Paper, Building America’s Job Skills with Effective Workforce Programs.
throughout the industry, and actually connect participants with employment opportunities within the industry.

- Training customized to the needs of the targeted population consisting of: basic skills, hands-on technical skills, job readiness, exposure to the industry, and soft skill development and reinforcement.
- A rigorous recruitment and screening process that works to make an appropriate match between the participant and the program, and then between the participant and the job.
- Key supports that provide ongoing coaching and support services to ensure training completion and success on the job.

**Phases of the Program**

Participation in the EOP is divided into two phases: An Intensive phase and a Retention and Advancement phase. Timelines are not prescribed for either phase to accommodate different paths that participants may take. In the Intensive phase, participants engage in preparation, training, and job search activities that help them progress toward an employment goal (see Figure 1). Funded projects will provide job search, placement assistance, and job development services, as needed during this phase.

The transition from the Intensive phase to the Retention and Advancement phase happens when a participant finds employment. During the Retention and Advancement phase, the contractor will provide the coaching and supports necessary for participants to retain employment, advance on the job, or move to a new job with higher pay, better hours, and/or more benefits. In general, the Retention and Advancement phase will last for one year. Total length of time in the program will depend on participant progress in meeting career goals. Participants are able to receive individually tailored support across both program phases for a total of up to three years. Service periods slightly longer than three years are allowed and will be balanced by participants who stay less than three years in the Program.

**Figure 1: Industry-Specific Program Flow**
**Part VI  Program Design Requirements**

### Population to be Served
The EOP is designed to serve low-income, adult residents of the City of Portland who face multiple barriers to employment, have an immediate or near-term goal to become employed, and want to engage in coaching, skill development, and training, as needed, to achieve their goal. As previously stated, the EOP will advance social and economic equality; support implementation of the Portland/Multnomah County Plan to End Homelessness, and the city’s Neighborhood Economic Strategy.

### Population-Focused Projects
Research indicates that the most effective workforce programs for low-income, high need populations use customized and industry-specific approaches, deploy specialized expertise, and organize interventions around addressing particular barriers. Through the EOP, WSI and PDC seek to resource experienced organizations that use these types of workforce practices that have proven to be successful.

Respondents are expected to identify the population that they intend to serve and specify the common characteristic, or characteristics, that population members share. Respondents must identify a population focus, defined as at least one common characteristic that 85-100 percent of participants share.

### Continuity of Services to Barriered Populations
WSI and PDC wish to ensure the continuity of services to populations we have historically funded in common. These include:

- Ex-offenders
- Immigrants and English Language Learners
- People who are homeless or formerly homeless, and people who are residents of publicly supported housing

A portion of the funding for EOP contracts will be prioritized to fund projects serving these populations. See Part IX, Proposal Review Process, for more information.

### Definition of Industry-Specific Vocational Training
For the purposes of this RFP and the EOP, “Industry-Specific Vocational Training” is defined as *industry-specific occupational skills training leading to employer-recognized credentials that prepares individuals for and connects them to career track employment and is aligned with Worksystems’ regional sector strategy and the ISVT target industries.*
Industry-Specific Vocational Training Services
Industry-Specific Vocational Training services expected to be delivered by selected contractors under the EOP are:

- Outreach and recruitment of participants
- Delivery of Industry-Specific Vocational Training that meets the characteristics described above
- Coordination with Vocational Case Managers to ensure seamless transition of referred EOP participants and other WSI-designated program participants
- Ongoing coaching of participants through a career plan
- Promoting and facilitating participant engagement in appropriate WSPM services that supplement or follow on training services delivered by the funded provider
- Life and soft skills development
- Support finding transitional or sustaining jobs
- Identifying and connecting to community resources needed to address barriers
- Provision of training-related and employment-related support services
- Job search and placement assistance
- Connecting participants to employment opportunities through engagement with employers
- Retention and advancement services

Industry-Specific Vocational Training Components

**Outreach and Recruitment:** Industry-Specific Vocational Training provider organizations must recruit participants and provide priority access to designated individuals as described above.

**Intake and Enrollment:** At intake, Vocational Case Management contractor staff must assess potential participants for Program eligibility and fit. To be eligible for the EOP, participants will need to meet eligibility requirements for WSPM and the EOP:

- Residents of the City of Portland
- Have a household income of 50 percent or less than the median family income for City of Portland
- Age 18 or older
- Eligible to work in the United States
- Compliance with Selective Service Registration requirements (if applicable)

Determining fit for the Program will entail some assessment of motivation and goals. As described in the Target Population section above, providers should focus on enrolling individuals who have a goal of employment and want to engage in intensive services to meet the goal. When a potential participant
is deemed eligible and appropriate for services, contractor staff will follow enrollment procedures to be defined by WSI.

Successful respondents will be asked to consider referrals of participants who are currently being served by PDC programs if those programs are not funded under this RFP. WSI and PDC will oversee a process to refer participants to appropriate agencies based on program requirements and participant interest.

**Enrollment Capacity:** We are paying for capacity. Industry-Specific Vocational Training contractors will propose a capacity for the number of people served. Once a participant exits the Program (completes the Retention and Advancement phase or leaves the Program prior to completion of either phase), a participant slot opens up. Contractors will have three (3) months to fill a vacated slot.

**Occupational Coaching:** Training providers will provide career and industry coaching to participants throughout their engagement in the Program. Participants enrolled in EOP Vocational Case Management projects who want to access Industry-Specific Vocational Training will come with a career plan that identifies the training as a next step. Once the participant enters training and after the transitional period of co-enrollment with the VCM provider, the Training Provider will maintain the career plan and work with the participant on meeting the remaining goals. Training provider staff will help participants who were not previously enrolled in other EOP projects to develop detailed career plans prior to the start of formal training.

**Life Skills and Soft Skills Development and Coaching:** Contractors will provide continuous coaching to help participants build key employability and life skills such as dealing with conflict, dressing for the workplace, and managing finances.

**Occupational Skills Training:** Contractors will provide vocational training that leads to employer-recognized and industry-recognized credentials and pathways to employment. Examples of such training might include:

- Microsoft Office training leading to Microsoft certifications
- Caregiver training leading to Certified Nursing Assistant certification
- BOLI-recognized pre-apprenticeship training leading to entry-level employment in the construction industry and application for full apprenticeship
- Employer-developed foundational manufacturing training leading to OSHA certification, entry-level production positions, and pathways into 1-year and 2-year certificates

**Job Search Assistance, Job Development, and Placement:** Contractors will provide ongoing job search and placement support. This will include promoting and facilitating participant connections to WSPM services.

**Retention and Advancement Supports:** We expect all funded contractors to provide robust retention and advancement supports for participants once they have entered employment. Participants will
receive up to one year of retention and advancement services. This may include accessing WSPM services.

**Support Service Coordination and Provision:** It is expected that training providers will provide supports and connect participants to resources in the community to ensure training completion and success on the job. Selected contractors can budget up to ten (10) percent of the total award under this RFP for provision of support services to pay for costs related to participation in the Program. Covered support service costs include transportation, items associated with skill development and training activities, including test fees, books, and tools, items associated with job search and employment, including interview clothes, work clothes, and uniforms.

### Part VII  General Program Requirements

**Uses of Funding**
EOP funds may be used to support the personnel and tuition costs associated with the delivery of Industry-Specific Vocational Training described above and may be used to pay for a limited amount of support services described above.

**WSPM Enrollment**
EOP participants will be required to enroll in WSPM prior to receiving funded training. We will work with selected contractors to develop an enrollment process and timeline.

**Industry-Specific Vocational Training and Vocational Case Management Interface**
There are two types of contracts funded under the EOP: Vocational Case Management contracts and Industry-Specific Vocational Training contracts. Industry-Specific Vocational Training contractors will prioritize Vocational Case Management participants for access to training. When a participant served by a Vocational Case Management provider decides to access training delivered by an Industry-Specific Vocational Training provider, we expect a facilitated transition and a period of dual enrollment of approximately three months in which both organizations are providing services to the same individual. Vocational Case Managers are expected to understand the criteria for enrollment in the training program and ensure that the customer is adequately stabilized and ready for the training opportunity. Furthermore, Industry-Specific Vocational Training providers will confirm participant readiness and provide feedback to the Vocational Case Manager when a referred participant is determined not ready. During the period of co-enrollment, we expect both entities to be proactive to make the placement successful. Both entities will receive credit for the enrollment. We will work with selected contractors to build out the details of the process to make the interface and transition as seamless as possible.
Part VIII Proposal Narrative Content and Evaluation Criteria

Format
Proposals should be no longer than ten (10) pages, single sided, single spaced. Font size of 12 point is preferred. Page limitation excludes Proposal Submission Cover Page, Budget Narrative Workbook, Enrollment and Demographic Plan, Administrative Capacity Submission, Organization Chart and Consortia Response.

Consortia Applications
(0 points)
Consortia applications must include the following information (limited to 2 pages), which is not counted in the response total maximum pages. If a consortia award is made, the contract implementing the award will be between the consortia’s lead partner and WSI only. If the respondent is not a consortium, this requirement does not apply.

- Describe the consortia and identify each member’s roles and responsibilities – attach an executed Partnership Agreement, an organization chart showing the relationships among partners, proposed roles and responsibilities, proposed FTE for each entity, and identify the lead partner (see Resource Documents, Partnership Agreement template).
- Describe your past experience working with the identified partner(s).
- Describe why these partnerships support your ability to meet the desired outcomes.
- Describe how you will evaluate the overall effectiveness of the partnership.

Budget Narrative workbooks must be completed and submitted by all partners. The lead partner workbook should reflect the entire program budget including all partner subcontracts. Each subcontracting partner must complete a workbook for their share of the costs reflected in the subcontract line of the lead partner budget workbook. The proposal review and evaluation will be based on all submitted budgets.

Section A: Organizational Capacity and Demonstrated Success
(35 points)
a) Briefly summarize your organization’s mission, history, and organizational structure. Indicate on an attached organizational chart where the proposed project fits.

b) Describe your experience delivering Industry-Specific Vocational Training for low-income individuals with multiple barriers to employment, including your experience in delivering services to the population you propose to serve.

c) Describe specific quantifiable outcomes of past Industry-Specific Vocational Training programs for the populations you propose to serve. Please include data on numbers served, race and ethnicity, gender, income level and other demographic information relevant to your proposal.
d) Describe your experience with and examples of using complex data and management systems (I-Trac or other) for tracking customer services, outcomes, and program performance.

e) Describe the roles of key staff on your team who will be implementing the proposal. Include FTE you anticipate and key duties for each position. Please attach instructor certification documentation.

f) Describe organizational and staff competence and expertise in delivering services to the target populations.

g) Indicate the staff to participant ratio you are proposing.

h) Discuss your organization’s overall staffing and management structure and the extent to which this adequately supports program operations and goal attainment.

Section A Evaluation Criteria:

- Demonstrated organizational focus on workforce development programs with a specific capacity for delivering occupational skills training aligned with employer recognized credentials to low-income individuals with multiple barriers.

- Evidence that past Industry-Specific Vocational Training programs have helped low-income, multi-barri ered individuals obtain employment.

- Experience using detailed data management system to track customer service and program performance.

- Staffing plan provides the structure and sufficient head count to support training operations and goals. It delineates management, administrative, and instructor roles.

- Evidence staffing is sufficient to support all required program design components to provide for effective training, coaching, and program management.

- Competence in providing industry-relevant training to low-income and barriered populations.

- Evidence of management capability and oversight of the Industry-Specific Vocational Training efforts.

Section B: Program Design and Components

(40 points)

Population Focus

a) Describe the population(s) you propose to serve. You must identify a population focus in this section as well as on the Enrollment and Demographic Plan form. A population focus is defined as at least one common characteristic that 85-100 percent of participants share. All proposals should identify the key characteristic(s) of the proposed population and describe the barriers to employment faced by this population.

Outreach and Recruitment

a) Discuss outreach strategies to recruit participants for training.
b) Describe how you tailor service delivery to the proposed population.

c) Describe how you will customize training and other services to individuals recruited through the EOP Vocational Case Management projects.

d) What specific, pro-active steps will you take to identify and serve people of color, people with limited English proficiency, and people in priority neighborhoods?

**Occupational Coaching and Career Planning**

a) Describe your process for development of career plans and continuously engaging participants in progressing through the plan.

b) Describe how you will facilitate participant engagement with and successful navigation through WSPM services.

**Occupational Skills Training**

a) Identify the targeted industry sector and discuss your knowledge of the industry.

b) List the target occupations that you expect successful participants will enter at the point of placement and at the point of advancement (if the occupations differ).

c) Describe the proposed training design and how it fulfills the characteristics of Industry-Specific Vocational Training described above. Include training objectives, activities, assessments, targeted vocational and occupational skills, entry requirements and criteria, and credentials to be earned. Please attach:

- Chart indicating key milestones and deliverables
- Sample lesson plan or module
- Program accreditation documentation

d) Describe industry or employer input and engagement in training design and ongoing industry or employer engagement.

**Job Readiness, Employment, Retention, and Advancement Services and Support**

a) Indicate anticipated key resource needs of participants and describe how you plan to meet these needs. Indicate whether services will be provided by your organization or by other organizations and through what process (e.g., referral).

b) Describe how you will assist participants in finding employment, including how plans for employer engagement will impact the hiring of your participants.

c) Describe services to be provided during the Retention and Advancement stage of the program, including how participants will be supported to access further training to move them along their target career pathways.

**Section B Evaluation Criteria:**

- Population focus is clearly identified.
- Articulates strategic focus on a target industry.
• Demonstrates knowledge of industry sector, its hiring projections, its employment practices, its pathways and means of access for low-skilled jobseekers.

• Demonstrates that proposed training programs synthesize the needs of target industry and local employers with the needs of the proposed population into the Industry-Specific Vocational Training design.

• Articulates a training recruitment and screening process for making appropriate matches between participants, the training program, and the potential career path jobs.

• Understanding of role of coaching and support service in training.

• Knowledge of WSPM services and ability to integrate WSPM services into training and career plans.

• Ability to gather and integrate industry and employer input into training design.

• Ability to sustain industry engagement.

• Ability to provide effective training and services to individuals recruited through the EOP Vocational Case Management projects.

• Ability to anticipate and support resource needs of participants.

• Articulates plans for helping find target sector employment for program participants, and support their retention and advancement and assure participant progress toward career track employment.

• Ability to assist graduates of training programs through Retention and Advancement phases.

• Evidence of that the respondent is bringing additional resources that enhance program activities and outcomes.

Section C: Budget Narrative Workbook

(10 points)

a) A completed Budget Narrative Workbook must be included in the proposal submission, using the budget narrative workbook provided (see Resource Documents). Please note that the workbook contains several worksheets (each with a separate tab at the bottom of the open file). Successful respondents may be asked for supporting cost documents at the time of contract negotiation.

b) If applicant is applying as a consortium, each partner must also provide a completed Budget Narrative Workbook with the proposal submission. Applicant’s partners must supply the same level of detail and narrative budget justification that describes how the categorical costs are derived, and discuss the necessity, reasonableness, and allocation of their proposed costs.

Funding Restrictions

• All proposed project costs must be necessary and reasonable and in accordance with Federal guidelines. Determinations of allowable costs will be made in accordance with the applicable Federal cost principles. Disallowed costs are those charges that are determined as unallowable
in accordance with the applicable Federal cost principles or other conditions required by the funding source.

- Equipment or capital expenditures may not be purchased with funds for this project.
- Total combined administrative and indirect costs will be negotiated with successful respondents as part of the final budget negotiations. WSI generally negotiates service contracts with indirect rates ranging from 8 to 13 percent of the total direct costs needed to carry out the activities associated with the project. To claim any administrative costs that are also indirect costs, the applicant must have an approved Federal indirect cost rate or must obtain an Indirect Cost Rate Agreement from its Federal Cognizant Agency within 90 days of receiving a cost reimbursable contract award.

**Additional documents required for Budget Narrative response to submit for this RFP:**

- Copy of the organizations most current approved Federal indirect cost rate if indirect costs are included in the budget.

**Section C Evaluation Criteria**

- Budgeted costs are consistent with the proposal, and the budget narrative demonstrates how the funds requested are necessary and essential to accomplish the scope of services for the project.
- Is sufficient to perform the tasks described in the narrative.
- Budget justification is sufficiently detailed and demonstrates how cost estimates were derived including quantities, unit costs, allocation methods, and other similar quantitative detail sufficient for the calculation to be duplicated.
- The applicant's budget clearly delineates any allocation of resources to partners if applicant is applying as a partnership or consortium.
- Contains no unexplained amounts for miscellaneous or contingency.
- Demonstrates fiscal responsibility and reasonableness.
- Provides complete and accurate required budget forms.

**Section D: Administrative Capacity**

*(15 points)*

Please limit Administrative Capacity response to three (3) pages, not including the required documents.

a) Describe your organization’s fiscal staffing structure and accounting system.

b) Describe your processes and prior experience managing federal and or other governmental funding. Include in your discussion managing multiple funding sources funding a single project.

c) Describe the internal control processes your organization uses to safeguard federal and other governmental funds.
d) Describe the procedures your organization uses to properly track and document funds spent on participants.

e) Describe your organization’s ability to track and report leveraged funds in compliance with Federal reporting requirements.

f) Describe your organization’s processes for budget management and oversight.

g) Describe your personnel management system.

h) If applicable, describe any “disallowed costs” or administrative deficiencies noted in previous monitorings or audits of federal or other government funding in the last three years and how the findings were resolved.

i) If applicable, discuss any negative findings from the applicant’s three most recent financial and A-133 audits, and the resolution of negative findings.

j) If any of the work proposed will be sub-contracted, discuss the administrative and fiscal controls your organization will use, the experience of the staff to operate those controls and to oversee subcontractors, and how these factors will offer effective fiscal controls and oversight of subcontractors.

**Additional documents required for Administrative Capacity response to submit for this RFP:**

- Copy of documentation proving legal entity (for example, certificate of incorporation, 501(c)(3) letter, etc.).
- Two references that can attest to the organization’s ability to administer State, Federal, Local (public) or foundation funds through a contractual arrangement.
- Copy of the organization’s most recent audited financial statements and management letter and the A-133 audit if applicable.
- Copy of organization’s timekeeping policies and procedures that addresses tracking of employee time and associated personnel costs by activity and funding source.
- Copy of organizational staffing chart.
- Copy of the organization’s procurement policies.
- The organization’s insurance certificate evidencing coverage for: General Liability, Professional Liability, Worker’s Compensation, Motor Vehicle, Property and Equipment, and Employee Dishonesty.
- Copies of executed partnership agreements if applicant is applying as a consortium.

**Section D Evaluation Criteria**

- Demonstrated ability to safeguard federal and other governmental funding.
- Demonstrated ability to track and report contracted federal and other governmental funding, including leveraged funds.
- Demonstrated ability to manage budgets.
Demonstrated capacity to meet federal and other regulatory requirements as required by the contract.

**Part IX  Proposal Review Process**

All responsive proposals will be reviewed and scored by an evaluation committee comprised of community partners as well as PDC staff and WSI staff. “Responsive proposals” are those proposals that substantially comply with the submittal procedures and requirements contained in this RFP.

Using the evaluation criteria outlined in Part VIII of this RFP, evaluators will use their independent judgment to score the quality, completeness, and appropriateness of each response. The individual scores will then be added together to produce an initial ranking.

The ranked proposals will then be forwarded to WSI and PDC management representatives who will consider the initial rankings in conjunction with the following priorities for service continuity and social and economic equity:

- Of the combined total funding for Vocational Case Management and Industry-Specific Vocational Trainings (anticipated to be $1,000,000), it is a goal that at least $400,000 will be prioritized to fund projects focused on serving populations that PDC and WSI have historically funded in common, including $200,000 targeted to projects focused on people who are homeless or formerly homeless and residents of publicly supported housing, $100,000 for projects focused on immigrants and English Language Learners and $100,000 for projects focused on ex-offenders. To be considered a project focused on one of the three populations described above, 85-100 percent of participants to be served must be members of the population.

- Of the combined planned enrollment for Vocational Case Management and Industry Specific Vocational Trainings, it is a goal that at least 40% will be people of color and at least 18% immigrants/English Language Learners.

In addition to these, a variety of additional WSI and PDC priorities will be considered in making final funding recommendations.

The final funding recommendations for both Vocational Case Management and Industry Specific Vocational Training procurements will be forwarded to WSI’s Board for review, discussion, and decision. As part of their final decision-making process, the Board reserves the right to reorder the proposals to balance the goals of the program, the availability of services for the target populations, and other factors listed in this RFP.

This review and selection process is based on the committed funding being available to contract; PDC has reserved the right to decrease or eliminate funding based on the outcome of the procurement. In the event of funding elimination, WSI reserves the right to cancel this RFP process and not award any contract.
Part X  Bidders Conference

A Bidders Conference will be held to review this RFP and the submission process. Interested parties are encouraged to attend, but attendance is not mandatory to submit an RFP response. The Bidders Conference will be held:

Thursday, March 7, 2013
1:00 – 3:00 p.m.
Worksystems Inc.
1618 SW First Ave, Suite 450, Columbia Room
Portland, OR 97201

This meeting location is accessible to persons with disabilities. Request for accommodations for persons with disabilities should be made at least 48 hours before the meeting to Edie Timmermans at 503-478-7355 or by email at etimmermans@worksystems.org. To place a free relay call in Oregon dial 711.

Part XI  CBDO Informational Meeting

An informational meeting will be held to discuss formation of a CBDO. Interested parties are encouraged to attend, but attendance is not mandatory to submit an RFP response. The informational meeting will be held:

Tuesday, March 12, 2013
10:00 – 11:00 a.m.
Worksystems Inc.
1618 SW First Ave, Suite 450, Columbia Room
Portland, OR 97201

This meeting location is accessible to persons with disabilities. Request for accommodations for persons with disabilities should be made at least 48 hours before the meeting to Edie Timmermans at 503-478-7355 or by email at etimmermans@worksystems.org. To place a free relay call in Oregon dial 711.

Part XII  Proposal Submission

Where and When to Submit
WSI must receive the proposal and all related documents marked “(Name of Applicant) Industry-Specific Vocational Training” no later than Thursday, March 28, 2013, 12:00 Noon. The Proposal Submission Cover Pages must be signed by an individual authorized to represent the organization, to
act on its behalf and to legally bind it in all matters related to the RFP. Submit original and copies as outlined in Proposal Package below to:

Worksystems, Inc.
1618 SW First, Ave, Suite 450
Portland, OR 97201.

Additionally, please send an electronic copy of the proposal (in pdf) and the Budget Narrative Workbook (in Excel) to ISVTraining-RFP-2013@worksystems.org. WSI will send an email confirmation to the address on the Proposal Submission Cover Page acknowledging receipt.

Proposal Package
Complete proposal packages will include the following documents:

<table>
<thead>
<tr>
<th>Proposal Documents</th>
<th>Submit Hardcopy</th>
<th>AND Electronically to <a href="mailto:ISVTraining-RFP-2013@worksystems.org">ISVTraining-RFP-2013@worksystems.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed, signed Proposal Submission Cover Sheet</td>
<td>(1) One signed original, (10) ten copies</td>
<td>PDF format</td>
</tr>
<tr>
<td>Proposal Narrative</td>
<td>(1) One original, (10) ten copies</td>
<td>PDF format</td>
</tr>
<tr>
<td>Completed Enrollment and Demographics Plan</td>
<td>(1) One original, (10) ten copies</td>
<td>PDF format</td>
</tr>
<tr>
<td>Completed Budget Narrative Workbook</td>
<td>(1) One original, (10) ten copies</td>
<td>PDF format</td>
</tr>
<tr>
<td>Completed Administrative Capacity Cover Sheet &amp; Checklist</td>
<td>(1) One signed original, (1) one copy</td>
<td>PDF format</td>
</tr>
<tr>
<td>Administrative Capacity documents</td>
<td>(1) One original, (1) one copy</td>
<td>PDF format</td>
</tr>
</tbody>
</table>

It is the respondent’s responsibility to ensure the submission (both hardcopy and electronic) was received. If a WSI email has not been received in response to the electronic submission, it is the respondent’s responsibility to follow-up to confirm receipt before the 12:00 Noon, March 28, 2013 deadline.

Part XIII  Award Notification
Provisional award results will be sent via e-mail by May 2, 2013.
Part XIV Administrative Details

<table>
<thead>
<tr>
<th>Issuing Organization</th>
<th>Federal Awarding Agency</th>
<th>Available Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worksystems, Inc.</td>
<td>U.S. Department of Housing &amp; Urban Development</td>
<td>$ 300,000</td>
</tr>
<tr>
<td></td>
<td>U.S. Department of Labor</td>
<td></td>
</tr>
</tbody>
</table>

Available Funding Sources

Community Development Block Grant Funds provided by the U.S. Department of Housing & Urban Development through the City of Portland; Workforce Investment Act funds provided by the U.S. Department of Labor through the State of Oregon; City of Portland General Funds.

Services

Successful respondents will enter into contract negotiations with WSI based on their proposal and the system design requirements.

Agreement Form

Cost Reimbursement Contract

Contract Amounts Available

Minimum Contract: $100,000

RFP Term

The cost reimbursable contract agreements awarded through the RFP will be funded for the program year 2013 (PY13) which runs July 1, 2013 through June 30, 2014. Up to four extensions will be available (through PY18) for subsequent program years’ at WSI’s sole discretion. Contractors performance will be a factor considered in agreement extension, as will funding availability.

Administrative Requirements

All contractors must meet a minimum level of administrative and fiscal capacity in order to contract with WSI. Based on the information presented, reviewers will determine if the organization has the financial capacity to administer a cost reimbursement contract comprised of public funds. WSI will also contact references, consider contracting history with WSI, review for technological capability and verify that neither the organization nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
Intent to Bid
Respondents to this RFP are requested to submit an email with the subject “Intent to Bid Vocational Case Management” to ISVTraining-RFP-2013@worksystems.org prior to March 18, 2013 with the following information:

- Name of Agency
- Name of contact
- Mailing Address
- Phone number of contact
- Email of contact

Inquiries
All questions related to this solicitation are to be submitted electronically via email with the subject “Industry-Sector Vocational Training RFP Inquiry” and sent to: ISVTraining-RFP-2013@worksystems.org. Questions received after the solicitation has been published and before close of business Monday, March 25, will be responded to within two (2) business days by posting in the “Questions and Answers” section for this RFP at www.worksystems.org/news-events/news/rfp-now-open-industry-specific-vocational-training. Questions received after March 25 will not be answered.

Withdrawal
A submitted RFP response may be withdrawn at any time. A written request to withdraw the response must be submitted electronically to: ISVTraining-RFP-2013@worksystems.org

Appeals
The following process has been established to address appeals:

- The appeal must be due to what the respondent considers a flaw in the Evaluation Committee’s funding recommendation process.
- The appeal must be submitted in writing by May 7, 2013. Appeals must be sent to: ISVTraining-RFP-2013@worksystems.org. All appeals are public information.
- The organization/individual filing the appeal must specify the basis of the appeal and provide an alternative the appellant would find acceptable. Proposal rating scores may not be appealed. The mere fact that a proposal was not recommended for funding is also not open to an appeal, nor is a complaint about the amount of funding granted. The appeal must be a violation of the process established for the solicitation.

During any part of the review or consideration, the appellant may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by WSI. In the event an appellant fails to respond, the appeal will be dismissed and no further appeal will be accepted.
WSI’s Executive Director and Chief Operating Officer will review the appeal and issue a written response that is intended as a complete and final answer to the appeal.

Timeline

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 25, 2013</td>
<td>RFP solicitation available on WSI website</td>
</tr>
<tr>
<td>March 7, 2013, 1:00 – 3:00 p.m.</td>
<td>Bidders Conference</td>
</tr>
<tr>
<td>March 12, 2013, 10:00 – 11:00 a.m.</td>
<td>CBDO Informational meeting</td>
</tr>
<tr>
<td>March 18, 2013</td>
<td>Intent to Bid due (optional but encouraged)</td>
</tr>
<tr>
<td>March 28, 2013, 12:00 Noon</td>
<td>Proposals, related documents and Administrative Capacity package due to WSI</td>
</tr>
<tr>
<td>March 28 – April 30, 2013</td>
<td>Review and selection period</td>
</tr>
<tr>
<td>May 1, 2013</td>
<td>Executive Committee/Workforce Investment Board Action.</td>
</tr>
<tr>
<td>May 2, 2013</td>
<td>Provisional award notification/contract negotiation begins</td>
</tr>
<tr>
<td>May 7, 2013</td>
<td>Appeal period closes</td>
</tr>
<tr>
<td>July 1, 2013</td>
<td>Contract start date</td>
</tr>
</tbody>
</table>

Resource Documents

- Administrative Capacity Checklist
- Administrative Capacity Cover Page
- Budget definitions
- Budget Narrative Workbook (Excel format)
- Community Based Development Organization Requirements
- Contract Terms and Conditions Sample
- Contract Special Terms and Conditions Sample
- Enrollment and Demographic Plan
- Partnership Agreement template (consortia applications only)
- Priority Neighborhood Map – Workforce Development
- Proposal Submission Cover Page and Checklist

Part XV Additional Provisions and Disclaimers

- WSI reserves the right to waive informalities and minor irregularities in offers received.
- Neither issuance of this RFP nor evaluation of any proposal(s) obligates WSI to enter into any contracts from this RFP.
• WSI may accept any item or group of items of any offer, unless the bidder qualified its offer by specific limitations.

• WSI reserves the right to request additional data or oral discussion or documentation in support of written proposal and obtain references regarding any respondent’s past performance from any source.

• No costs will be paid to cover the expense of preparing a proposal.

• All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to WSI and be subject to disclosure under the Freedom of Information Act. Applicants are advised that most documents in the possession of WSI are considered public records and subject to disclosure under the State of Oregon’s Public Records Law.

• Formal notification to award a contract and the actual execution of a contract are subject to the following: Receipt of anticipated funding, results of negotiations between selected bidders and WSI staff, and continued availability of funds.

• Proposals submitted for funding consideration must be consistent with – and if funded, operated according to – relevant federal legislation, all applicable federal regulations, State of Oregon policies, and WSI policies and procedures.

• Additional funds received by WSI may be contracted by expanding existing programs. These decisions shall be at the discretion of WSI.

• WSI may decide not to fund part or all of a proposal even though it is found to be in the competitive range if, in the opinion of WSI, the services proposed are not needed, or the costs are higher than WSI finds reasonable in relation to the overall funds available, or if past management concerns lead WSI to believe that the bidder has undertaken more services than it can successfully provide.

• WSI has a right to fund a lower-ranked proposal over a higher ranked proposal because of valid policy considerations, including but not limited to, geographical considerations, alignment with City policy priorities, and target populations.

• All bidders must ensure equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any WIA-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief.

• All bidders must ensure access to individuals with disabilities pursuant to the Americans with Disabilities Act.

• WSI reserves the right to determine both the number and the funding levels of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process. The proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.
Worksystems, Inc. (www.worksystems.org) is a non-profit agency that accelerates economic growth in the City of Portland, Multnomah and Washington counties by pursuing and investing resources to improve the quality of the workforce. We design and coordinate workforce development programs and services delivered through a network of local partners to help people get the skills, training, and education they need to go to work or to advance in their careers. Our partners include employers, labor groups, government, community colleges, high schools, community-based and economic development organizations. Since 1998, Worksystems has invested nearly $300 million in our community.