



REQUEST FOR PROPOSALS
CCMEP (A.M.P.) SERVICES AND MANAGEMENT FOR IN-
SCHOOL YOUTH AND YOUNG ADULTS MARCH 2022



Franklin County
Board of Commissioners

**JOB & FAMILY
SERVICES**



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REQUEST FOR PROPOSALS
COMPREHENSIVE CASE MANAGEMENT & EMPLOYMENT PROGRAM (C.C.M.E.P.)
/ ACHIEVE MORE & PROSPER (A.M.P.) SERVICES AND MANAGEMENT FOR IN-
SCHOOL YOUTH AND YOUNG ADULTS MARCH 2022

The [Workforce Development Board of Central Ohio \(WDBCO\)](#) and the [Franklin County Department of Job & Family Services \(FCDJFS\)](#) are seeking competitive proposals for the coordination and administration of the [Comprehensive Case Management and Employment Program \(CCMEP\)](#) as described in this Request for Proposals (RFP).

CCMEP is the statewide initiative to deliver effective case management services across the state of Ohio to provide eligible youth with hands-on, holistic services to address barriers contributing to the lack of educational and career advancement. These barriers include, but are not limited to, obtaining affordable healthcare, housing, childcare, education and transportation. The goal is to provide youth with coaching training, work experience, industry recognized certifications, or other post-secondary education leading to permanent, full-time employment and self-sufficiency.

Franklin County branded its workforce development services model of CCMEP as [Achieve More and Prosper \(A.M.P.\)](#) Governed by the rules and regulations of CCMEP, A.M.P. is intended to provide a fresh, signature model that is to be identified as the premiere initiative in achieving the economic self-sufficiency of Franklin County youth. Throughout this RFP, CCMEP will be referred to as A.M.P. – except for instances referenced to CCMEP rules and regulations.

The A.M.P. program is unique, as participants enrolled in A.M.P. are required to receive individualized services. The successful Bidder(s) will be responsible for successfully delivering exceptional case management services, ensuring A.M.P. participants are provided the proper tools and coaching to ensure that they are prepared to be engaged in at least one of the following:

- Entrance into post-secondary education;
- Exposure to potential career fields of interest through work experiences; • Guidance and support with obtaining occupational skills training within in-demand career fields;
- Employment opportunities within in-demand career fields;
- Opportunities for military service.

I. Purpose of RFP / CCMEP Overview

Under the direction of Ohio's CCMEP blueprint, targeted youth are described as individuals enrolled in secondary education, between the ages of 16 to 21 who are seeking assistance in achieving academic success and are WIOA and/or TANF eligible. Bidders must provide specific details about their ability to provide quality services in career counseling and exploration, connections to - and management of quality work experiences, addressing barriers and the ability to effectively manage the input of information into the state-required database.

The WDBCO and FCDJFS encourage innovative service delivery proposals that meet the specific

purpose of this RFP and are characterized by collaboration, service integration, accountability, continuous improvement and positive outcomes. For the time period of October 1, 2022, through September 30, 2023, the WDBCO and FCDJFS expect to achieve a measurable and positive impact on the employment and academic outcomes for targeted youth in Franklin County.

The A.M.P. performance outcome measures are based on those established by the Department of Labor (DOL) and focus on improving employment and education outcomes for low-income youth. The outcome measures include:

- Secondary Degree or Credential Attainment (HS Diploma or GED);
- Post-Secondary Degree or Credential Attainment;
- Measurable Skills Gains;
- Job Placement;
- Enrollment into Education or Occupational Skills Training;
- Unsubsidized Employment; and
- Median Earnings

There will be a Pay for Performance that will require measures related to the above, and will be further described in this RFP.

a. Eligible Bidders

Proposals will be accepted from any private for-profit organization, private non-profit organization, government agency, faith or community-based organization or educational institution that demonstrates the capacity to successfully provide the services identified in this RFP. For the purpose of this RFP, the term “Bidder” shall be defined as an individual or entity that may submit or has submitted a proposal in pursuit of this opportunity. The term “Subrecipient” is used in reference to the Bidder(s) selected through this RFP that will have a subaward agreement with the WDBCO and FCDJFS to provide the services described in this RFP. The term “Contractor” is used in reference to the individuals or entities who enter an agreement with the awarded Bidder(s) to support the service delivery of the remaining CCMEP Services. Proposals from consortia or partnerships are allowed but must identify one organization as the lead agency and prime contractor and must specify sub contracting relationships. The WDBCO and FCDJFS are also releasing an RFP to serve Franklin County youth who are not currently enrolled in secondary education. If the Bidder wishes to apply for both RFPs, it is the expectation of the WDBCO and FCDJFS that two separate proposals and budgets be submitted. Within each proposal, Bidders must establish their ability and capacity to keep the programs separate. Please see the **Out-of-School Youth AMP RFP** for more specific details.

Bidders must have a strong understanding of the local workforce system, in-demand industries and challenges faced by disconnected, in-school youth, as well as established relationships and knowledge of the local, youth-focused organizations. Bidders must also possess a strong understanding of local, state and federal rules governing the operations and performance metrics of this program. It is the expectation of the WDBCO and FCDJFS that proposals include an

assurance that intentional efforts will be made to offer services to youth throughout Franklin County, including Columbus and all the neighboring suburban areas.

Proposals must be based on young adult development principles and evidence-based best practices that re-engage, support, motivate and prepare youth for continuing educational achievements, successful transition into adulthood and long-term success in employment. The holistic approach will require Bidders to supply information that will discuss how the organization will participate in youth engagement in their community, leadership development programs, and processes for developing and preparing targeted youth with effective life-coping skills.

b. Populations Served

CCMEP combines the funding streams of WIOA and TANF in order to serve eligible youth through a single, comprehensive case management system. In-school youth ages 16 to 21, in one or more of the following population groups, who receive services through WIOA and/or TANF-funded programs, will be required to participate:

- WIOA-eligible youth who are considered to have a barrier to employment or continued educational opportunities; and/or
- Ohio Works First (OWF) work-required recipients.

Additionally, the following population groups are eligible to volunteer to participate: • Ohio

Works First (OWF) recipients who are not work-required; and/or

- Individuals receiving benefits and services under the Prevention, Retention and Contingency (PRC) program.

II. Procurement Timeline

RFP Released/Public Notice of RFP Availability	Friday, March 18, 2022
Pre-Bidders’ Conference Questions Submission Deadline	Thursday, March 24, 2022
MANDATORY Bidders’ Conference & Pay-For Performance Webinar Virtual – Registration Link	Monday, March 28, 2022 (10:00am – 12:00pm)
Post-Bidders’ Conference Questions Submission Deadline	Wednesday, April 6, 2022 (by 5:00pm)
Post-Bidders’ Conference Answers Posted to WDBCO & FCDJFS’ Websites	Friday, April 8, 2022 (by 5:00pm)

Proposal Submission Deadline	Friday, May 6, 2022 (by 4:00pm)
Proposal Review Period	Monday, May 9 – Friday, May 27, 2022
Review Team Deliberation	Week of Monday, May 30, 2022
Intent to Notify of Contract Award and/or Decline Notification	Friday, June 10, 2022 <i>(Tentative Date)</i>
Recommendations for Contracts	Friday, July 1, 2022
Contractual Period	October 1, 2022 – September 30, 2023

An electronic copy of the RFP and all related documents can be obtained at both the [WDBCO website](#) under “**Available RFP’s**”, and the [FCDJFS website](#) under “**RFP and Community Partner Information**”, or by sending an email request to rfp_proposal@wdbco.org.

a. Communication Prohibition

From the release date of the RFP until the notification period, there must be no communication concerning the content of the RFP between the Bidder and any employee of WDBCO, FCDJFS or any other individual, regardless of his/her employment status who is in any way involved in the development of the RFP or the selection process. The only exceptions to this prohibition are as follows:

- To respond to clarifying questions/technical issues related to the RFP templates and requirements, answered at the discretion of WDBCO;
- As necessary in the case of any pre-existing business relationship between WDBCO, FCDJFS and the responding Bidder, in order to conduct that particular business; and
- As part of an interview necessary for WDBCO and FCDJFS to make a selection decision.

During the Q&A period – questions must be submitted via rfp-proposal@wdbco.org. Answers will be posted on the WDBCO/FCDJFS websites no later than Friday, April 8, 2022. Any Bidder that attempts any communication prohibited by this Section may be disqualified for consideration for this RFP.

III. Service Model

The WDBCO and FCDJFS are seeking to implement A.M.P. by developing a community wide, coordinated approach that engages opportunity youth by utilizing and improving access to needed services and resources that are currently available in the community. This coordinated approach is rooted in a comprehensive case management system that utilizes community resources to support the delivery of services and activities outlined in Workforce Innovation and Opportunity Act Policy Letter No. 15-10 ([WIOAPL-15-10](#)). A.M.P. Coaches (Personal Advocates) will use these community resources to build and implement Individual Opportunity Plans (IOP) for each program participant. WDBCO and FCDJFS are seeking proposals from Bidders who can provide youth with individualized case management, career pathway development, employment, training and supportive services available under CCMEP. Successful models must assist youth in addressing barriers, developing

transferable skills, critical thinking, self-advocacy and a focus on a positive future. Proposed models must be designed to lead youth to self-sufficiency through post-secondary opportunities, certification/credential attainment and the attainment of full-time, long-term employment, and/or connections to military enrollment opportunities.

Successful proposals must demonstrate the capacity to implement a comprehensive case management model which is focused on addressing the barriers of eligible participants, while leveraging local resources to provide the in-depth, CCMEP Services through Memorandums of Understanding (MOU)/Subcontracts. This includes providing referrals to community resources that will also assist the enrolled participant's immediate family with identifying opportunities to address barriers that may, in turn, impede or prevent the full engagement and development of the enrolled participant. Proposals must demonstrate the ability of the Bidder to engage enrolled participants on a regular basis and no less than every 30 days. The required minimum engagement is at least once a month in both active programming and follow-up activities.

For the purposes of this RFP, Bidders shall submit proposals for case management services, which will place emphasis on career assistance, education and employment. Bidders may also choose to apply for the opportunity to serve youth by providing one or more of the remaining CCMEP Services, however the application must document the ability of the Bidder to deliver the service(s). Successful proposals will identify the Bidder(s) ability to:

- Assist in-school youth with achieving academic success by utilizing effective and comprehensive services and activities that include a variety of options for improving educational and skill competencies, as well as providing effective connections to educational institutions and employers;
- Implement integrated strategies for career pathway approaches that support post-secondary education, training and/or employment;
- Implement work-based training strategies and employment approaches to assist participants with developing essential skills that are best learned on the job;
- Implement progressive levels of education and training approaches that will assist youth with earning marketable credentials; and
- Provide continued support services to individuals who need them to participate and succeed in educational, employment and/or training activities.

a. Key Elements to a Successful Program

Successful models will emphasize the importance of rapport building to engage, retain and progress eligible in-school youth, without the initial offering of supportive services. Proposals must also identify the client experience and how it is driven by the importance of focusing on the participant. A roadmap, or timeline of participation, must detail a plan of activity to be implemented monthly. A.M.P. Coaches must share a common skillset and consistent message. A program evaluation to ensure that all clients are receiving what is being marketed needs to be included in the planning of a successful program. Bidders are also expected to demonstrate the process of reporting monthly metrics updates of, but not limited to, enrollments, engagement points, success stories, placements, potential exits and referrals.

WDBCO and FCDJFS seek both proven and innovative strategies that serve the diversity of the youth populations and needs throughout all of Franklin County. While the primary effort is to serve as many WIOA and TANF-eligible youth as capacity allows, the WDBCO and FCDJFS are seeking programs that pay special attention to the following populations and programs:

- Youth who are a part of a family receiving Ohio Works First (OWF) support that are not work-required;
- Teen parents;
- Youth parents who are child support obligors;
- Adjudicated youth;
- Foster care youth;
- Targeted zip codes and/or school districts outside of the Columbus city limits; • Programs that agree to collaborate with various Franklin County agency initiatives; and
 - Programs that leverage and/or expand the capacity of other community-based services and programs (i.e.: local food initiatives, healthy eating classes, etc.)

A successful Bidder for A.M.P. Case Management Services will commit to the following:

- Support progression towards successful outcomes:
 - Successful completion of high school requirements, leading to graduation;
 - Enrollment into post-secondary education, occupational skills training, apprenticeship and/or the military;
 - Employment within an in-demand career field.
- Contacting A.M.P. participants at least once a month to obtain updates on goal attainment and required supportive services;
- Possessing the ability to properly document all interactions within the state required database;
- Maintaining engagement with participants both actively enrolled, and in the follow-up period after successfully exiting the program.
- Utilizing the [Goal 4 It! Model](#) to provide participants with the tools required for effective goal setting and planning.

Successful implementation of CCMEP requires strong partnerships and collaboration between the WDBCO, OhioMeansJobs Center and FCDJFS. This includes joint policy development (to reduce/eliminate duplication of effort and improve service delivery), establishment of processes for client referral, cross-training of staff and community outreach efforts.

Workforce development boards are responsible for developing the local workforce area plan, engaging employers, providing program oversight, negotiating performance measures and procuring service providers. WDBCO, OhioMeansJobs Center and FCDJFS must work in

collaboration to align CCEMP with area priorities for workforce development, in-demand jobs and business engagement, particularly for the youth and young adult populations served by CCMEP.

Successful Bidders for A.M.P. Case Management Services will offer access to formal training each month. These sessions can be conducted in-house, through a contracted partner, or through the [OhioMeansJobs](#) workshop series. Training sessions will include quality instruction in topics such as:

- Interview preparation and resume writing;
- Interpersonal skills and effective communication;
- College readiness/access;
- Financial literacy;
- Essential technology skills;
- Exposure to, and preparation for in-demand careers.

b. Pay-For-Performance

To ensure continued system improvement, improved outcomes, and effective use of tax dollars, WDBCO and FCDJFS seek to leverage a **Pay-For-Performance** structure for the 2022-2023 A.M.P. Program, wherein contractors or sub-recipients receive portions, or all their reimbursable costs based on their program's success or outcomes.

Additionally, the WDBCO and FCDJFS have established additional performance metrics that include the following:

Career Services/Training Services

Customers engaged with WIOA services and training

- Youth Employed in an in-demand occupation, post-secondary education, or military
- Youth earning \$15 or over
- Youth who complete work experiences in their career pathway
- Youth that enters an apprenticeship
- Youth that successfully complete or starts a pre-apprenticeship
- Successful Individual Training Account (ITA) completions
- In-school youth that obtain a high school diploma or equivalent

(See Attachment A)

c. Service Operations

Bidders must provide clear and concise details as to how the services will be offered including, but not limited to:

- Service style: in-person or virtually;
- Timeline/Schedule: when the services are to be offered. During negotiations and the contractual period itself, this may need to be adjusted to account for the interest and need for the service.
- Access to services: when and where will services be delivered. How does this align with the needs and accessibility of the youth to be served?
- Outcomes/Evaluation: how the services will be evaluated for success. Identify the outcomes and how they will be measured.
- Data Collection and Reporting: how the Bidder will collect and report data. Successful Bidders will be required to collect and report into Ohio's state-required database on the individuals served as a performance requirement of their contract.

1. Eligibility ([5101:14-1-04](#))

In-School youth ages 16 to 21 seeking enrollment into A.M.P. must reflect at least one of the following population groups:

- Youth registered for a WIOA program who are considered to have a barrier to employment or continued educational opportunities under WIOA;
- A participant in the Ohio Works First (OWF) program who has been determined to be work-eligible in accordance with rule [5101:1-3-12](#) of the Administrative Code;
- An OWF participant who has not been determined to be a work-eligible individual in accordance with rule 5101:1-3-12 of the Administrative Code; and/or
- An individual receiving benefits and services under the Prevention, Retention and Contingency (PRC) program who volunteers for CCMEP within 90 calendar days of the date that PRC benefits or services are received.

a. Definition of ISY

An in-school youth is an individual who is enrolled in secondary school, not younger than 16 years old or (unless an individual with a disability who is attending school under state law) older than 21 years old at the time of enrollment, is low-income and has one or more of the following barriers:

- Basic skills deficient;
- An English Language Learner (**not the same as English as a Second Language (ESL)**);
- A youth who has been incarcerated;
- An individual experiencing homelessness (as defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e 2(6))), a child or youth experiencing homelessness (as defined in Section 725 (2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))) a runaway, in foster care, or has aged out of the foster care system, a child eligible for assistance under the John H. Chafee Foster Care Independence program, or in an out-of-home placement;
- An individual who is pregnant or parenting – including a non-custodial mother or father; or
- A youth who is an individual with a disability.

WIOA Eligibility reflects the same criteria listed above.

An individual who is enrolled in an online, state-recognized secondary school program is considered an in-school youth. Youth enrolled in the following programs are considered out-of-school.

1. Adult Education Programs under Title II of WIOA (Aspire);
2. YouthBuild; and
3. Job Corps

Youth enrolled in high school equivalency programs and dropout re engagement programs are also generally considered out-of-school unless the program is funded by the public K-12 school system. If a youth is determined eligible and is in between school years, the youth is considered an in-school youth if enrolled to continue school in the fall. A youth who is determined eligible between high school graduation and post-secondary education is considered an in-school youth once he or she has registered for, and confirmed, post-secondary courses – even if classes have not yet begun. However, if a youth who has completed secondary education has not yet registered for and confirmed post-secondary courses at the time of eligibility determination, he or she is considered an out-of-school youth, even if he or she has been accepted into a post-secondary education program ([WIOAMTL 15-03.1](#)).

A secondary student earning post-secondary credit through the College Credit Plus program defined in Chapter 3365 of the Revised Code, who intends to continue attending the same post-secondary school after graduating secondary school, remains an in-school youth during the period between completion of secondary school and enrollment in the post-secondary school.

If a youth is being home-schooled in accordance with the requirements of the Ohio Department of Education (ODE), the youth is in school.

b. TANF Eligibility

Youth who are at least 16 but no more than 21 years of age and meet the following TANF eligibility criteria may be served under this program:

- Reside in Franklin County;
- Are a part of a family that contains a minor child
 - If the participant is under the age of 18, or is 18 and still in secondary school, they can be considered the minor child;
 - If the participant is over the age of 18 (not in school) and is living in a family that contains another minor child; or
 - If the participant is the parent (custodial or non-custodial) of a minor child;
- Meets income standards
 - Individual or family is receiving benefits and services from the PRC program; or
 - Individual or family have a gross household income in the previous 30-day period that is at or below 200% of the federal poverty level;
- Must be a citizen of the United States, or a qualified alien as defined in OAC

5101:1-2-30. Verification of status must be provided; and • Must provide social security numbers or verification of application(s) submitted for each member of the household in need of a social security number.

Successful Bidders will be responsible for assisting potential program participants with completing the [JFS03002](#), determining eligibility, collecting and maintaining all required documentation and submitting information to FCDJFS for final approval. TANF eligibility must be determined every 12 months while the participant is enrolled in the A.M.P. program, even if they are currently only receiving a WIOA-funded service. It will be the responsibility of the awarded Bidder(s) to develop and implement an internal process to support this requirement.

2. Direct Staff

To place a more distinctive effort in securing the appropriate staff to forefront this enhancement of program service delivery, the WDBCO and FCDJFS are implementing a minimum salary requirement for A.M.P. Coaches (Personal Advocates). To be successful with “coaching” participants out of their current mindset and into one that will augment their futures in post-education and employment opportunities, the retention of staff is essential to effective service delivery. Awarded Bidder(s) will be required to compensate A.M.P. Coaches at a wage no less than \$22 per hour to remain competitive with the market rate for case managers in the state of Ohio.

Successful submissions will also identify strategies and policies that support A.M.P. staff development and retention. This will include, but not be limited to, career coaching seminars, pre-approved certification/licensing programs, developmental courses, etc.

Aside from the necessary A.M.P. Coaches, Bidders are also encouraged to consider alternative staff options in order to provide a holistic approach to comprehensive service delivery. A dedicated Personal Advocate may provide a wealth of experience to support A.M.P. Coaches with exposing enrolled participants to diverse opportunities for becoming and remaining successful. **Successful Bidders are strongly encouraged to have a dedicated Intake Specialist on staff to be responsible for receiving and maintaining personal documentation of youth, prior to the actual enrollment process. A dedicated Quality Assurance professional is required to ensure that service delivery and data entry remain aligned with the rules and requirements of CCMEP, and of the contract.**

ii. Case Management Services

A.M.P. Coaches (Case Managers / Personal Advocates) are the key to the success of A.M.P. Participants. Understanding the complex challenges of youth and helping them build a path forward is a human-resource-intensive activity. High-quality interactions between coaches and participants are critical to identifying barriers and helping individuals improve their education and employment opportunities. A.M.P.

Coaches must have appropriate qualifications and training, successful execution of managing caseloads to perform their jobs effectively. A.M.P. Coaches must possess the ability to assess, plan, and facilitate advocacy for the youth. Qualities of a successful A.M.P. Coach include:

- Maintains guidelines of desired outcomes for each “meaningful contact” with

participant;

- Supports progression towards successful outcomes – placement, enrollment into post-secondary education, occupational skills training;
 - Possesses the ability to document the story of all interactions;
- Is a true, dependable and interactive coach;
 - Exemplifies engagement with youth and follow-through; and
- Develops the coach expectations early on both sides – “what do you need from me as a coach?”

Case management services must be provided for every program participant enrolled in A.M.P.

1. **Case management** is a collaborative process of assessment, planning, facilitation and advocacy for options and services to meet an individual’s needs through communication and available resources to promote quality cost effective outcomes.
2. **Case management** is the process of assisting in the planning, coordination, monitoring and evaluation of services (social, medical, mental health, etc.) for a participant with an emphasis on quality of care, continuity of services and cost effectiveness.
3. **Case management** services specialize in assessing the complex needs of clients, helping participant and their families access needed services and coordinating care among multiple service providers.

A.M.P. Coaches must have at least three (3) years of experience providing community-based management services with the target populations. Degreed or credentialed staff is preferred, but not mandated. A.M.P. Coaches must be able to demonstrate knowledge of basic case management competencies, knowledge of and ability to engage the target population, and knowledge of community resources.

A.M.P. Coach services must include, but are not limited to, the following activities/tasks/functions:

- Program outreach, enrollment and engagement;
- The completion of the required CCMEP Assessment (within 10 days of program enrollment);
- The completion and updating of the required CCMEP Individual Opportunity Plan;
 - On-going data-entry tasks in Ohio’s state-required database to reflect services, activities and performance outcomes for each participant;
- On-going, meaningful case management services no less than every 30 days;
- Service linkages and referrals to the [14 Program Elements and other CCMEP Services](#) as needed and identified in the Assessment and IOP; and

- Support facilitation of the placement of participants into education, skills training, employment, apprenticeships or the military.

IV. Definitions

1. Enrollment

The minimum number of youth to be served per Bidder will be determined by the number of awarded contracts. Based on the available funding from both WIOA and TANF, the overall annual enrollment goal of in-school youth is projected to be 1,200 participants.

- **Successful Bidder(s) will be expected to describe how many participants can be effectively served by the Bidder, at any point of the contract.** Considerations will be made during the first month of the contractual period as it is understood that recruitment may initially delay enrollment, however a persistent and intentional effort of recruitment will be expected. Bidders may also utilize a “rolling enrollment” plan to maintain participant capacity, while supporting youth who have exited the program and are engaged in the Follow-Up period outlined in CCMEP ([5101:14-1-06](#)). WDBCO and FCDJFS requests that each A.M.P. Coach maintains a caseload of no more than **75 participants – including both actively enrolled and recently exited participants in their 12-month Follow-Up period.**

a. WIOA Youth & Young Adult Program Eligibility Application ([JFS-03002](#)) i. [TANF Recertification Application](#)

b. [Basic Skills Assessments](#)

c. [Comprehensive Assessment \(JFS-03003\)](#)

d. [Individual Opportunity Plan \(IOP / JFS-03005\)](#)

e. OMJ Registration

Each program participant is required to register on OhioMeansJobs.com. Verification of registration must be contained with each program participant file or uploaded into Ohio’s state-required database. It is recommended that program enrollment paperwork includes parental permission for OMJ registration for minor participants. Each provider must incorporate the tools and resources on OhioMeansJobs.com into their program service delivery model, work readiness trainings and other on-going or topic-specific trainings throughout the program. Providers are required to work one-on-one with each participant to create their OMJ Backpack. Once a participant successfully exits the A.M.P. program, it will be expected that the service provider will work with the youth to articulate their experience by evaluating learned skills. In addition to creating the virtual backpack, providers must encourage participants to complete the following:

- Resume – tools that assist in developing and posting a resume;
- Training Center – hundreds of assessments and essential-skill tools to assist in obtaining a career;
- Career Planning – assistance with exploring different careers which include identifying the skills and training needed to obtain, and salary to expect;
- In-Demand Jobs – information on Ohio’s high-growth employment opportunities;
- Career Profile – assists in identifying career paths that match the individual’s interests;
 - Occupational, School and Employment Program Search
- Budget Calculator/Target Salary

2. Documentation of Service Delivery

Documentation of service delivery must be completed in a timely manner and include all pertinent details and maintain client confidentiality. Case management services will also include linkages and coordination with other programs and services available to support the individual’s IOP as well as the coordination of non-CCMEP funds to prevent duplication of services and maximize the services delivered.

Program services that are administered by utilizing Department of Labor funding are required to be entered into Ohio’s state-required database. Data will be pulled from this system monthly to ensure that information is being entered timely and accurately. It is imperative that staff that will be entering data into the system be properly trained prior to obtaining access. Incomplete or inaccurate data that is entered into the system runs the risk of potentially delaying invoice approvals.

The successful Bidder(s) will be required to ensure that all training, assessments, work experiences, services and activities provided to, and for the participants are accurately and timely entered into the state-required database. The quality and consistency of the data entered has a direct impact on performance outcomes. Services provided that are not properly documented in the state required database will not be considered when evaluating performance outcomes.

Successful Bidder(s) will be required to perform the following:

- Maintain all CCMEP-required data to ensure alignment with performance goals;
- Weekly review of active caseloads in conjunction with the current status of activities and services;
- Weekly review of exit checklists that are submitted for review and approval, or completion;

- Weekly review of case notes for each A.M.P. Coach to ensure monthly engagement;
- Weekly review of IOPs to ensure that goals are progressing, while addressing barriers and obtaining related services;
- Weekly review of trainings, work experiences, and assessment scores to ensure that appropriate services are being offered;
- Monthly review of supportive service requests (validity, appropriateness, and engagement with vendors);
- Monthly meeting with A.M.P. Coaches to ensure that participant stories are being properly documented within case notes;
- Effective management of Excel spreadsheets designed to track participant assignments, current activities, incentives, and redetermination schedule; • Participate in all county and state-led trainings regarding A.M.P./CCMEP.

WDBCO and FCDJFS expect that awarded applicants will plan internal “file” audits monthly for quality assurance. WDBCO and FCDJFS will also spot check for consistency and conduct quarterly audits of randomly selected participants.

3. Individual Training Account (ITA)

A.M.P. Coaches, when needed, should assist with the coordination of ITAs. An ITA is a method to finance training which is established on behalf of the program participant to purchase a program of training services from an eligible training provider. Costs must be reasonable and necessary and must represent a sound investment of public funds. [Training providers must be located on the Local Training Provider list, maintained by WDBCO.](#) ITAs must be approved by the WDBCO and/or FCDJFS prior to enrollment into program.

4. On-The-Job Training (OJT)

A.M.P. Coaches should assist with the coordination of OJTs, when needed and applicable to in-school youth. OJTs are a training option that provides employers the opportunity to train new employees on the specific knowledge or skills essential to the full and adequate performance of the job. Employers are provided reimbursement for a portion of the payroll expenses based on training performance and company size.

5. Incentives

Incentives funded through WIOA and TANF which encourage milestones or achievements directly tied to work experiences, education, or training can not only assist with enticing youth to successfully complete goals, but also positively affect performance outcomes. To be eligible, the A.M.P. youth must be enrolled in the program prior to the effective date of this policy and incentives are not retroactive. Incentives will not be provided to meet ongoing basic needs, but rather as remuneration to participants for successful participation and achievement of expected goals and outcomes as outlined on the Individual Opportunity Plan (IOP). OAC [5101:14-1-03](#) and [WIOAPL 15-13 Work Experience for Youth.](#)

6. Managing Exits for Performance

DOL requires the CCMEP program to be held to performance metrics. Bidders must identify a plan to manage performance on a monthly basis to ensure that performance metrics are adhered to for program compliance. An enrolled participant will automatically exit the program when a service has not been entered into Ohio's state-required database for a period of 90 consecutive days. To ensure that performance will be properly reported for each participant that has services closed, WDBCO and FCDJFS will be managing exits internally. Requests for exits can be made throughout the entirety of the contract.

V. Program Requirements

a. Rules

Successful proposals will demonstrate the applicant's knowledge of program rules and regulations, as well as local and federal governance, found below. It will be a requirement of the awarded entity to have its leadership verify by signature that all rules and regulations have been reviewed with the entire A.M.P. staff:

- [WIOA PUBLIC LAW 113-128 – July 22, 2014 \(Updated February 22, 2019\) 128 STAT. 1425](#)
- [TANF OFFICE OF FAMILY ASSISTANCE: AN OFFICE OF THE ADMINISTRATION FOR CHILDREN & FAMILIES](#)
- [2 CFR 200 UNIFORM GUIDANCE](#)
- [5101:14-1-01 \(Comprehensive Case Management and Employment Program: Definitions\)](#)
- [5101:14-1-02 \(Comprehensive Case Management and Employment Program: General\)](#)
- [5101:14-1-03 \(Comprehensive Case Management and Employment Program: Program Plan\)](#)
- [5101:14-1-04 \(Comprehensive Case Management and Employment Program: Referral, Comprehensive Assessment, Individual Service Strategy and Individual Opportunity Plan\)](#)
- [5101:14-1-05 \(Comprehensive Case Management and Employment Program: Case Management\)](#)
- [5101:14-1-06 \(Comprehensive Case Management and Employment Program: Program Exit and Follow-Up Services\)](#)
- [5101:14-1-07 \(Comprehensive Case Management and Employment Program: Primary Performance Measures\)](#)
- [5101:10-3-01 \(WIOA Youth and Young Adult Program: Eligibility Requirements\)](#)

- [5101:1-3-11 \(OWF: Appraisals, Assessments and Self-Sufficiency Contract\)](#)
- [5101:1-23-50 \(OWF: Learning, Earning and Parenting Program\)](#) • [ODJFS](#)

Forms Central

- [State Policy and Guidance Information](#)

b. CCMEP Services/14 Program Elements

While every youth is not required to participate in every element, access to each element as needed/identified in the IOP is mandatory. The awarded Bidder(s) will be required to either provide the service within their organization, or identify a community partner that will assist with providing the services.

Successful RFP proposals will demonstrate the capacity of knowledge in relation to the CCMEP Services, and expected to review existing policy related to each specific element of service, as well as linkable CCMEP activities ([5101:14-1-05](#)). Bidder(s)' A.M.P. Coaches will be specifically responsible for linking participants to leadership development opportunities (**k**), paid and unpaid work experiences (**l**), as well as the management and distribution of Supportive Services (**m**) and Follow-Up Services (**n**). The following Program Elements must be made available to youth enrolled in the A.M.P. program:

- a. Tutoring, Study Skills Training, Instruction and Dropout Prevention**
- b. Alternative Secondary School Services, or Dropout Recovery Services**
- c. Occupational Skills Training**
- d. Education Offered Concurrently w/ Workforce Preparation Activities**
- e. Adult Mentoring**
- f. Comprehensive Guidance and Counseling**
- g. Financial Literacy Education**
- h. Entrepreneurial Skills Training**
- i. Labor Market and Employment Information**
- j. Activities to Prepare for and Transition to Post-Secondary Education and Training**

k. Leadership Development Opportunities

The purpose of Leadership Development Opportunities is to develop skills and attitudes that are important in all areas of life. It provides encouragement and support to youth, developmental skills and instills confidence as they transition into adulthood. Successful proposals will relate these activities to existing curriculum and activities being offered in schools. Leadership Development Opportunities include:

- Exposure to post-secondary education opportunities;
- Community and service-learning projects;
- Peer-centered activities, including peer mentoring and tutoring;
- Organizational and teamwork training, including team-leadership training;

- Training in decision making, including determining priorities and problem solving;
- Citizenship training, including life skills training such as parenting and workplace behavior;
- Civic engagement activities that place youth in leadership roles, such as youth leadership committees.

Positive social behaviors are outcomes of leadership opportunities. Benefits of leadership development may include:

- Positive attitudinal development;
- Self-esteem building;
- Openness to work with individuals from diverse backgrounds; • Maintaining healthy lifestyles;
- Maintaining positive social relationships with responsible adults and peers, and contributing to the wellbeing of one's community; • Maintaining a commitment to learning and academic success; • Avoiding delinquency;
- Responsible parenting;
- Positive job attitudes and work skills; or
- Keeping informed of community affairs.

I. Paid & Unpaid Work Experience w/ Academic & Occupational Education Component

Successful Bidder(s) shall be responsible for coordinating all work experiences in collaboration with the career goals of the A.M.P. participant. A work experience is a planned, structured learning experience that takes place in a workplace for a limited period. Work experiences, both paid (through reimbursement to an employer) or unpaid, are for enrolled participants who lack sufficient employment experience, who want to explore career fields, and/or who need specific industry experience to be hired. Work experiences, by definition, must be specifically linked to the goals outlined in the participant's IOP. Each work experience must include an academic and occupational education component, along with an approved worksite agreement. The successful Bidder(s) will be expected to provide participants with an industry-prepared resume, effective interviewing skills, technology skills to include Microsoft and/or Google certifications and essential skills. The ability to engage participants with in-demand worksites are expected to be an on-going priority of successful proposals and must be approved by WDBCO and/or FCDJFS. Approved types of work experiences are:

- Pre-apprenticeship programs;

- Paid and Unpaid internships and job shadowing;
- On-The-Job training opportunities

In-School A.M.P. participants must complete an IOP and identify **two different** in-demand career goals. The career opportunities must align with the participant's goals listed on their IOP and each participant must engage in **two (2) different work experiences over the course of a program year**. [This embedded link outlines in-demand career fields for the state of Ohio.](#)

Each work experience can last up to **160 hours** and paid at an hourly rate of **80% of the employee rate** for the same position.

m. Supportive Services

A.M.P. Coaches assist enrolled participants with accessing Supportive Services. These services, which include both community and subsidized resources, assist in eliminating issues/barriers which present a challenge to the successful participation in the program. Supportive Services are intended to enable an individual to participate in CCMEP and to secure and retain employment and may include, but are not limited to linkages, referrals or assistance with:

- Access to community services;
- Access to health care;
- Transportation, childcare, housing assistance, uniforms/work attire and work-related tools;
- Educational testing, excluding ITAs and related services (i.e.: GED and basic certifications are not Supportive Services);
 - Reasonable accommodations for youth with disabilities;
- Books, fees, school supplies and other necessary items for students enrolled in post-secondary education classes;
- Needs-related payments; and
- Legal aid services.

Successful provider(s) must make available supportive services that are customer-focused and meet the needs and circumstances of the individual in order to help them address barriers to employment and/or education.

n. Follow-Up Services ([5101:14-1-06](#))

Job retention is an important primary outcome measure of CCMEP. All program participants must receive some form of Follow-Up Services for a minimum of 12 months. The type and intensity of Follow-Up Services may differ for each participant.

Follow-up Services may include Leadership Development and Supportive Services, regular contact with the participant's employer, including assistance in addressing work-related issues, assistance in securing better paying jobs, career pathway development and/or adult mentoring.

A.M.P. Coaches are responsible for the provision of Follow-Up Services. These are critical services provided following a program participant's exit from CCMEP to help ensure job retention or successful participation in post secondary education and training.

All program participants, upon successful completion of program services, must receive some form of Follow-Up Services described in paragraph (E)(9) of rule [5101:14-1-02](#) of the Administrative Code, for a minimum of 12 months, at the discretion of the lead agency. Follow-Up Services may begin no earlier than the day the notice is issued in accordance with paragraph (B) of this rule.

The types of services provided, and the duration of services must be determined based on the needs of the individual, and therefore the type and intensity for Follow-Up Services may differ for each program participant. However, Follow-Up Services must include more than only a contact attempted or made securing documentation in order to report a performance measure. Supportive Services will also be approved during this time period, on a case-by-case basis from the lead agency.

VI. Roles and Responsibilities

a. Sub-Recipient/Contractor Responsibilities

Successful Bidders will be responsible for the following activities:

- Comply with all applicable rules and regulations governing the sources of funding for this program;
- Comply with Procurement Requirements;
- Comply with Compliance Requirements;
- Follow all rules and regulations governing the implementation and provision of program services;
- Comply with Ohio Revised Code 2151.86 relating to Criminal Record Checks
 - Background checks must be completed for all program staff who work with the youth and must be completed prior to the staff working with the youth;
- Conduct Participant Recruitment, Eligibility Screening and Enrollment
 - Collection and completion of registration and enrollment forms;
 - Collection of documents necessary to verify eligibility and income;
 - Collection of appropriate releases and other program forms (medication, transportation, etc.);
- Maintain documentation of the delivery of services

- Collection and reporting of participant and program data as determined;
- Collection, maintenance and data entry of all referrals to community partners;
- Collection and Maintenance of:
 - All Worksite Agreements;
 - Participant Worksite Assignments and Schedules;
 - Time and Attendance Records;
 - Employment Evaluations and Surveys;
- Comply with all labor standards and child labor laws and regulations referenced at [Department of Labor](#);
- Comply with the minimum qualifications, service models and requirements contained in this RFP’;
- Collect and maintain fiscal data as required by FCDJFS
 - Maintain and report all participant payroll records and expenses; ○ Maintain and report to WDBCO and FCDJFS fiscal data and all related expenditures;
 - Maintain fiscal records in accordance with generally accepted accounting practices;
- Submit invoices and reports according to the guidelines established by the WDBCO and FCDJFS; and
- Permit site and monitoring visits by WDBCO and FCDJFS staff or each agency’s designees in order to monitor files, financial records and program implementation.

b. WDBCO/FCDJFS Responsibilities

- Provide ongoing technical assistance related to, but not limited to, overall program implementation, eligibility and allowable activities and expenses; • Audit documentation and approve participants’ eligibility;
- Act as the final authority regarding eligibility questions and the handling of grievances;
- Review and process invoices for reimbursement;
- Create a WIET-preferred list for the local area; and
- Monitor all programs at least once during the course of the subaward. Monitoring will include, but may not be limited to the following requirements:
 - Programmatic Monitoring
 - Verify the contracted scope of service has been implemented ▪ Observe youth participation, attendance and supervision
 - Review participant files and/or Ohio’s state-required database ▪ Monitor and review performance in relations to slated goals
 - Fiscal Monitoring
 - Payroll monitoring, including paycheck distribution

- Review all expenditures related to this funding
- Documentation of and adherence to internal controls

c. Partnership Agreements, Subcontracts, Professional Fees and Contracted Services

A partnership agreement is needed when the Bidder's proposal includes one or more entities in the provision of the program or services.

A subcontract agreement is applicable when a Bidder submits a proposal, but later deems it necessary to involve additional entities in the provision/operation of the program or services. Because this is done post-contract approval, subcontract agreements are subject to federal procurement requirements. Each subcontract must be procured in accordance with the Bidder (Contractor's) procurement requirements and be approved prior to the award of a subcontract by WDBCO and FCDJFS.

Professional fees and contracted services are services for which the Bidder has an established service agreement or plans to engage in a service agreement with a non-staff individual or entity for the provision of a specified service.

All agreements (partnership, subcontract, professional fee and/or contracted service) must include:

- A description of the services to be rendered, rate of pay, estimate of time required, the total amount of the agreement, time period of the agreement, termination provisions and any other descriptive information regarding the services to be provided;
- A clear definition of the role that each entity will assume in implementation of the service; and
- The name and contact information of the authorized representative in order to confirm the details of the relationship.

Once the Bidder's proposal has been recommended and approved for funding, all agreement types are subject to the same terms, conditions and covenants contained in the contract boilerplate for the Contractor (Bidder). Additionally, the Contractor is required to secure the following documentation that verifies that the partner/subcontractor is in no way excluded from receiving federal, state or local WIOA and/or TANF funds:

- [System for Award Management](#)
- [Auditor of the State of Ohio Findings for Recovery Database](#)

All partnership agreements, professional fees and contracted services costs must be accounted for in the Bidder's budget as Professional Fees or Contracted Services. The Contractor must submit a copy of any/all partnership agreements at the time of the submission of the proposal and subcontract agreements no later than (30) thirty days after the effective date of the contract. No payment shall be made without an agreement on file

with the WDBCO and FCDJFS. The Contractor is responsible for making direct payment for such services to the partner or subcontractor. No partnership or subcontract agreement shall in any case relieve the Contractor of any duty, obligation or liability undertaken by the Contractor pursuant to its contract agreement.

VII. Additional Information Requests

Requests from Bidders and potential Bidders for copies of previous RFPs, past proposals, score sheets or contracts for this or similar past projects are deemed to be public record requests and not clarification questions regarding the present RFP. Public record requests submitted in accordance with CCMEP policy will be honored. The posted time frames for responses to emailed questions for RFP clarification do not apply to public record requests.

Requirements under a current project may or may not be required under any future contract and so may not be useful information for Bidders that choose to respond to the RFP. Therefore, Bidders are to base the RFP responses, details and costs on the requirements and performance expectations established in this RFP. The information can be provided in the Q&A document, NOT on details of a current or past related contract. If Bidders ask questions about existing or past contracts during the Q&A period, FCDJFS and the WDBCO will use its discretion in deciding whether to provide answers.

VIII. ADA Requirement

The Bidder must be committed to achieving full physical and programmatic accessibility as defined by the Americans with Disabilities Act (ADA). Additionally, the WDBCO and FCDJFS reserve the right to ensure that all mandated services are available in each geographic region and provided in a linguistically and culturally appropriate manner.

IX. Procurement Schedule

Bidder's Conference

WDBCO and FCDJFS will host a Bidders' Conference on **Monday, March 28, 2022, from 10:00am – 12:00pm**. **This meeting will be held virtually (registration link is provided in the Procurement Timeline)**. The purpose of the Bidder's Conference is to review the requirements of this RFP, provide an overview of requirements and to respond to questions regarding any aspects of this RFP. The Bidder's Conference is the most effective opportunity for the Bidder to gain an understanding of the focus and priorities of the RFP and to ensure that the Bidder completely understands the submission requirements and processes. Attendance at the Bidder's Conference is **MANDATORY. Failure to participate will exclude the Bidder from being eligible to submit a proposal.**

Electronic Question & Answer Period; RFP Clarification Opportunity Bidders may submit questions regarding this RFP during the established question period. Questions to this RFP must reference the relevant part of this RFP (section number and heading). WDBCO and FCDJFS may disregard any questions that do not appropriately reference the RFP section. Participation is optional but is highly encouraged.

The questions must be submitted via email to rfp-proposal@wdbco.org. The subject line of the email must state: **Q&A AMP ISY RFP 2022**. Please note there are two submission dates for questions related to this RFP; please see (II. Procurement Timeline) for more information.

WDBCO and FCDJFS' responses to all questions submitted via email meeting the criteria listed above will be posted at <https://wdbco.org> and <https://ifs.franklincountyohio.gov> for reference by all potential Bidders. WDBCO and FCDJFS will not send personalized or individual e-mail responses.

Proposals submitted in response to this RFP are to consider any information contained in the Q&A Document prior to submission. If any changes are made to the RFP as a result of the Q&A, an addendum to the RFP will be posted <https://wdbco.org> and <https://ifs.franklincountyohio.gov>. It is the responsibility of all Bidders and potential Bidders to check on a regular basis for responses to questions, as well as for any amendments or other pertinent information regarding the RFP.

X. Proposal Format

The proposal submission must contain the content and all necessary attachments and required documents for the following sections:

Proposal Packet	Required Documents Packet
<ul style="list-style-type: none"> • Proposal Packet Cover Sheet • Proposal Packet Table of Contents Form • Proposal Program/Services Narrative Template • Proposal Attachments (Required) • Proposal Budget 	<ul style="list-style-type: none"> • Required Documents Packet Cover Sheet • Required Documents Packet Table of Contents Forms • All required documents and forms listed on the Table of Contents (Attached)

Proposal Packet Cover Sheet

A cover sheet has been developed to assist the Bidder in the submission of the proposal packet. The Bidder must enter their organization on this form and attach it to the front of each proposal packet. The original proposal packet must be marked "ORIGINAL." ***(See Attachment B)***

Proposal Packet Table of Contents

A proposal packet Table of Contents form has been developed to assist Bidders in the submission of all proposal components. Bidders must provide correlating page numbers for each category. Page numbers assist reviewers as they evaluate proposals. A title page must be included for each document. If the document is not applicable to the Bidder, the Bidder must still include a title page and indicate the form is not applicable. ***(See Attachment C)***

Proposed Services Narrative

(Each section must be fully answered)

Successful Bidders will identify the following information in their proposal:

1. Provide the organization's mission statement, vision statement and strategic goals and/or initiatives towards workforce development services.
2. Describe the organization's experience and ability to successfully manage similar size and scope projects. Include, but do not limit your response to, the scope of work; quality of work;

timeliness and cost effectiveness of services; and challenges, lessons learned and successes. Your response must demonstrate that you have at least 3 years' experience of managing work activities and workforce services for eligible youth similar in the size and scope of this project.

- a. If the organization is a current A.M.P. provider, discuss its specific performance metrics. If currently meeting the performance metrics, how will the organization continue to meet and/or exceed the required metrics? If the organization is not meeting the metrics, explain how performance from the organization will increase.
3. Explain the organization's history as it relates to working with the targeted youth population and the ability to assist this population with education and/or career advancement opportunities. This information shall include the number of youth the organization has worked with annually, and data to support placements into employment and/or post-secondary education.
 4. Describe the organization's structure as it relates to the provision of workforce development services.
 5. Describe the organization's approach to case management services and cite evidence-based, best practices which align with the organization's efforts leading to successful CCMEP outcomes.
 - a. Explain how the organization will ensure that youth receive access to all the required 14 Program Elements.
 - b. Identify what community partner(s) will be utilized to provide the required 14 Program Elements, and an outline of the curriculum.
 - c. Provide a curriculum for each 14 Program Element if the element will be provided in-house.
 6. Describe the organizational capacity to manage the size and scope of the services identified in the RFP. This response must include staffing and management structures or plans, and a project timeline.
 - a. Staffing plan must detail the staffing structure, roles and responsibilities, and qualification of the Bidder's staff as well as the staff requirements and structure of any subcontracted partners. This should include education, career history, workforce development competencies and experience, staff position descriptions, and resumes; **(See Attachment D)**
 - b. Management plan must demonstrate the overall structure of the proposed service delivery model and how that structure will be sufficiently managed. This should be inclusive of all established and proposed subcontracted relationships;
 - c. Description should detail how the organization will develop and manage business relationships and successfully conduct employment placement and retention services, and list specific employers that the organization has partnered with to assist youth with obtaining employment;
 - i. Describe how the organization will confirm that participant are exposed to in-demand career fields;
 - ii. Identify the organization's process for ensuring that participants have career-ready resumes and effective interviewing skills;
 - iii. Describe the organization's experience with providing essential skills training (customer service, time management, professional etiquette, business writing, etc.);

- iv. Include employer references related to positive placement into in demand careers.
 - d. Project timeline should include but not be limited to, hiring and training, service schedules, reporting timelines and other major activities related to the operation of these services.
 - e. Describe how the organization will provide services that are culturally and linguistically appropriate. Bidders must provide meaningful access to services to all eligible participants. THE ODJFS Office on Civil Rights defines “meaningful access” as: the ability to use services and benefits comparable to those enjoyed by members of the mainstream cultures. It is achieved by eliminating communication barriers and ensuring that the participant or potential participant can communicate effectively. An organization must ensure that the LEP (Limited English Proficient) individual:
 - i. Is given adequate information;
 - ii. Is able to understand the services and benefits available;
 - iii. Is able to receive services for which he/she is eligible;
 - iv. Can effectively communicate the relevant circumstances of his/her situation to the service provider; and
 - v. Receives language assistance at no cost.
7. Describe the organizational capacity to meet the data collection and reporting requirements of Ohio’s state-required database as outlined in the RFP. This should include, but not be limited to, processes of internal auditing, a plan of maintaining the timeline of data entry requirements and procedures to ensure that enrolled youth are being engaged monthly.
- a. Explain and provide verification of how the organization monitors and tracks performance for program participants (include systems and/or software used to track information);
 - b. Provide documentation that includes the number of participants the organization has served in the last five (5) years and how data was monitored for performance measures;
 - c. Identify how many participants the organization can successfully serve based on the data requirements.
8. Describe the organization’s fiscal and administrative management systems. This description should be inclusive of an accounting system with adequate financial controls; adequacy of approved cost allocation plan; audits and fiscal monitoring reports free of findings; historically accurate and timely financial and programmatic information.
9. Provide any additional information, not already provided, that your organization deems is pertinent for WDBCO and FCDJFS to review in consideration of this proposal.

Proposal Attachments

This section contains all required attachments (such as job descriptions, resumes, tables of organization, timelines and training materials) as well as any additional service information the Bidder chooses to submit.

Proposal Budget (See Attachment I)

This template serves as the proposal budget. This form must be used and completed fully for the proposal to be considered for review. Bidders must prepare and submit a budget which

demonstrates specifically how the funds will be spent. The Bidder must use the budget format provided as no other budget format will be accepted.

The purpose of the budget is to provide an accurate representation of the actual costs that will be incurred by the Bidder to operate the proposed services. Proposed costs must be reasonable, allocable and allowable in accordance with applicable federal cost principles. Bidders will not be paid for project overruns.

The budget for the proposed services must reflect efficient administration and good management practices. Costs should be appropriate and competitive for delivery of the proposed program services. Bidders should present a sound approach to budgeting for the various aspects of program management and implementation.

Each of the additional performance metrics as identified below will account for **35%** of the total reimbursable costs of the contract in the first and second year, or an annual approximation based upon WDBCO's allocation of WIOA funds, FCDJFS' TANF funds, and the actual contract amount.

Each performance metric has been assigned a "performance success target" which is the minimum level of performance the provider must meet to be reimbursed up to 100% of their contract.

WDBCO in partnership with the FCDJFS will weigh the performance metrics performance payment pool based on their strategic importance. Additionally, WDBCO and FCDJFS will follow a payment structure based on the provider's ability to exceed the performance success targets for each performance metric as shown on **Attachment A**.

Unallowable Costs

Use of federal funds for prohibited purposes will result in the loss or recovery of those funds. Funds may not be utilized for the following:

- Advancement of political or religious points of view, fundraising or lobbying;
- Distribution of factually incorrect or deceitful information;
- Consulting fees for salaried program personnel to perform activities related to the program;
- Default debts of any kind;
- Lump sum indirect or administrative costs;
- Contributions to a contingency fund;
- Entertainment (for example paying for entertainment or food for program staff/management);
- Fines and penalties;
- Interest or other financial payments;
- Contributions made on behalf of program personnel;

- Costs to rent equipment or space owned by the funded agency;
- Inpatient services;
- The purchase or improvement of land;
- The purchase, construction, or permanent improvement of any building; • Satisfying non-federal fund matching requirements to receive any federal funding; • Contracts for compensation with advisory board members; and • Costs associated with the proposal/bid development.

WIOA Funding Limitations

For any program year, no more than 25% of WIOA youth formula funds available shall be used to provide youth workforce activities for in-school youth. A minimum of 20% of the total local area youth formula funds must be spent on work experiences. Successful Bidder(s) will be required to follow the tracking process, included with the monthly invoice, to adequately monitor the funding obligation.

Required Documents Packet Cover Sheet

A cover sheet has been developed to assist the Bidder in the submission of the Required Documents Packet. The Bidder must enter their organization on this form and attach it to the front of each required documents packet. The original proposal packet must be marked "ORIGINAL." (***See Attachment E***)

Required Documents Table of Content Form

Bidders are required to submit several documents with the proposals. A required documents packet table of contents form has been developed to assist Bidders in the submission of all required documents. Bidders must provide correlating page numbers for each item. Page numbers assist reviewers as they evaluate proposals. A title page must be included for each document. If the document is not applicable to the Bidder, the Bidder must still include a title page and indicate the form is not applicable. (***See Attachment F***)

Proposal Format Instructions

WDBCO and FCDJFS reserve the right to disqualify any application that does not comply with the following instructions:

- **Binder Clips** – All components of the Proposal and Required Documentation packets must be held together by ***binder clips*** at the upper left corner. No paperclips, binders, folders or any format that will make photocopying difficult will be accepted;
- **Footer** – Page numbers and name of Bidder must be included in the footer on ***every*** page of the proposal submission and all required documents; • **Page Limit** – The proposal cannot exceed **10 pages**, however, can be printed on both sides (this does not include the required documents or attachments); • **Paper Size** – All pages must be on standard 8½" x 11" letter size paper;

- **Font Size** – Must be a minimum of 11-point font;
- **Blue Ink** – All documents requiring signature must be signed in BLUE ink; and
- **The Proposal and Required Documents** must be saved onto a jump drive and included in an envelope with the Bidder's information on front.

Bidders that do not meet all the above-referenced qualifications may be disqualified from further consideration for this award.

Proposal Submission Overview

1. Proposal Packets

Submit ONE (1) Original Packet (signatures in blue ink)

2. Required Documents Packet

Submit ONE (1) Original Required Documents Packet (signatures in blue ink) 3. Jump Drive that includes both packets

The Completed Proposal must be received by WDBCO **NO LATER THAN FRIDAY, MAY 6, 2022, at 4pm.**

The Bidder must submit the proposal by hand delivery, courier or mail to:

**Workforce Development Board of Central Ohio
Attention: Lawrence Jackson, Grants & Program Manager
1650 Lake Shore Drive, Suite 110
Columbus, Ohio 43204**

Proposals CANNOT be submitted by facsimile or other telecommunication or electronic means.

Proposals submitted or delivered after the specified timeline will NOT be accepted.

Bidders assume the risk of the method of submission chosen. WDBCO assumes no responsibility for delays caused by any delivery service. Postmarking by the due date will not substitute for actual proposal receipt. Hand delivered proposals may be delivered **ONLY** between the hours of 9:30am and 4:00pm Monday through Friday, excluding holidays observed by WDBCO. **Bidders planning to hand-deliver its proposal will need to contact Lawrence Jackson for any date other than the final submission date.**

Proof of delivery includes either of the following: dated receipt from WDBCO or a dated invoice/receipt from a commercial courier.

NO EXTENSIONS OF TIME WILL BE GRANTED

Proposals will be reviewed as received and **must be complete** at the time of submission. All proposal submissions and accompanying documents will become the property of WDBCO and will not be returned. All documents submitted to WDBCO as part of the proposal become public information if a contract is approved and will be available for review and inspection to anyone submitting a request to do so. WDBCO does not encourage the submission of confidential or proprietary information in response to this RFP. The submission of a proposal will be considered by WDBCO as constituting an offer to perform the program services indicated for the stated program costs.

XI. Proposal Review and Evaluation

The review process will be conducted in three (3) parts: Technical Proposal Review, Committee Proposal Review and Evaluation, and Administrative Review.

Technical Proposal Review

This review examines the proposal submission to ensure it meets the minimum qualifications specified in this RFP. Points are assigned to major sections of the proposal submission. Proposal submissions are scored accordingly. Submissions that are missing pages or documents or have incomplete information will have points deducted. Proposals missing complete sections of the proposal packet (i.e.: service narrative, budget, required documents, or attachments) will be deemed unresponsive.

A proposal must meet the minimum conditions and requirements to be reviewed:

- Attendance at the Mandatory Bidder's Conference;
- Submission of the Mandatory Executive Summary by the specified deadline; • Submission of a complete and accurate Proposal Packet (including the Budget) by the specified deadline in the format specified by this RFP; and
- Submission of complete and accurate Required Documents Packet by the specified deadline in the format specified by this RFP; and

A proposal that is submitted that does not meet the minimum conditions and requirements will be deemed non-responsive and will not be reviewed.

Committee Proposal Review and Evaluation

All proposals meeting the requirements stated above will be reviewed, evaluated and rated by a Review Committee composed of WBCO staff, FCDJFS staff and/or other relevant volunteers if necessary.

Proposal submissions must meet all qualifications and format specifications as stated in this RFP and include all required attachments and documents. Evaluation points will be deducted if these requirements are not met, or the submission may be deemed unresponsive. If major sections of either packet (Proposal or Required Documents) are missing, incomplete or inaccurate the submission will be scored accordingly or may be found to be unresponsive and disqualified from further review.

The Review Committee shall review all qualified proposals using a standard proposal evaluation rating document. Proposals will be evaluated on the following criteria:

- Organizational Capacity
- Technical Requirements
- Employer-Provider Partnerships
- Target Populations & Neighborhoods
- Administration of Services

- Staffing & Administration
- Budget/Budget Narrative

During this process an Audit Team will conduct a fiscal and audit review. The following documents will be reviewed and scored for inclusion with the Review Committee Score:

- Internal Questionnaire;
- Risk Assessment;
- Bidder's most recent audited financial statement; and
- Budget

Proposals lacking sufficient detail, poor organization and/or lack of proofreading will be evaluated accordingly.

Bidders should not assume that members of the Review Committee are familiar with any current or past work that Bidder may have completed with either WDBCO or FCDJFS. Review Committee members are required to sign disclosure forms to establish that they have no personal or financial interest in the outcome of the bid review and selection process.

The Review Committee will evaluate each proposal, as submitted, against the criteria specified in the RFP. The Review Committee may consider Bidder's previous contractual performance with WDBCO and/or FCDJFS, as well as Bidder's experience in administering similar services. This information will be based on factual data and provided in writing.

If it is deemed necessary, Bidders may be required to provide oral presentations to further evaluate the proposal.

XII. Considerations

The WDBCO and FCDJFS reserve the right to award a subaward agreement in the manner deemed to be in their best interest. This RFP DOES NOT constitute an offer. Acceptance of proposals for review does not commit the WDBCO or FCDJFS to grant a subaward agreement. WDBCO and FCDJFS reserve the right to cancel, amend, modify or otherwise change this RFP at any time, if deemed in the best interest to do so. Further, WDBCO and FCDJFS may seek the retraction and/or clarification of any discrepancy or contradiction that may be discovered during the proposal review process.

Bidders are responsible for ALL costs and expenses incurred in the preparation and/or presentation of proposals. These costs and expenses CANNOT be included in the budget submitted for services.

Erroneous Awards

WDBCO and FCDJFS reserve the right to correct inaccurate awards. This may include, in extreme circumstances, revoking the award of a contract, and subsequently awarding said contract to another Bidder. Such action on the part of WDBCO and FCDJFS will not constitute a breach of contract.

Ownership of Subsequent Products

Any product, whether acceptable or unacceptable, which may be developed under any contract that may be awarded as a result of this RFP, shall be, and remain, the sole property of the lead agency – FCDJFS – unless otherwise stated in the contract.

Oral Agreement or Arrangements

Any alleged oral agreements or arrangements made by the Bidder with any WDBCO or FCDJFS staff, or Franklin County representative is not binding and will accordingly not be considered during the evaluation process or subsequent awarding of a contract.

Reservation of Rights

WDBCO and FCDJFS reserve the right, in their sole and absolute discretion, to accept or reject, in whole or in part, any or all proposals with or without cause. WDBCO and FCDJFS further reserve the right to waive any irregularity or informality in the RFP process or any proposal, and the right to award a contract to a Bidder that may not be the lowest Bidder. WDBCO and FCDJFS reserve the right to request additional information from any or all Bidders. WDBCO and FCDJFS reserve the right to negotiate with the Bidders concerning their proposals. In the event a Bidder's proposal is accepted by WDBCO and FCDJFS and the Bidder asserts exceptions, special considerations or conditions are acceptance, WDBCO and FCDJFS, in their sole and absolute discretion, reserve the right to reject the proposal and award the contract to another Bidder. WDBCO and FCDJFS reserve the right to make modifications to the scope of work once a contract is in effect as deemed necessary to remain in compliance with funding, operational, programmatic or policy rules and regulations. WDBCO and FCDJFS reserve the right to negotiate program services and costs on any and all proposals or to cancel this RFP in part or in its entirety.

Release of Claims

Each Bidder, by submitting their proposal, releases the WDBCO and FCDJFS from any and all claims arising out of, and related to this RFP process and selection of a contractor.

Collusive Bidding

The Bidder certifies that its proposal is made without any previous understanding, agreement or connection with any person, firm, or corporation making a proposal for the same service, and is in all respects fair, without outside control, collusion, fraud or otherwise illegal action.

Exceptions

Any exceptions to the terms and conditions contained in this RFP or the form of any subsequent contract entered to by the parties, or any other special considerations or conditions requested by the Bidder MUST be specifically enumerated by the Bidder and be submitted as part of its proposal, together with an explanation as to the reason such terms and conditions of the RFP or resulting contract cannot be met by, or, in the Bidder's opinion, are not applicable to, the Bidder. The Bidder shall be required and expected to meet the specifications and requirements as set forth in this RFP and resulting contract in their entirety, except to the extent exceptions or special considerations or conditions are expressly set forth in the Bidder's proposal, and those special considerations or conditions are expressly accepted by WDBCO and FCDJFS. All pricing factors must be clearly indicated in the Bidder's proposal/budget.

Litigation and Regulatory Proceedings

The Bidder must supply a list of any litigation or regulatory proceedings the Bidder may have been party to, and/or involved in, during the previous five (5) years, within the State of Ohio and within whichever State the Bidder does most of their work, if not Ohio. Provide only information that may have involved contract disputes and/or negligent actions involving: (1) any entity in which the Bidder has been a service provider; (2) issues as to the supplies, equipment or services similar to those requested in this RFP; (3) noncompliance of the Bidder's reporting or documentation requirements, alleges poor working conditions of the Bidder and/or unlawful employment practices under the Occupational Safety and Health Act, Title VII or other applicable state and federal laws; or (4) any suits whereby an employee of the Bidder was found to have mistreated customers in any manner.

Workers Compensation and unemployment proceedings are not included in this requirement.

XIII. Notification of Intent to Negotiate Terms of Contract/Subaward WBDCO and FCDJFS will notify all Bidders the status of the submitted proposals at the completion of the review process. The Bidder(s) whose proposal(s) was recommended will be notified of this decision and will be contacted by WBDCO and/or FCDJFS staff to negotiate the final terms and conditions of the contract. All contracts are contingent upon the approval of the Workforce Development Board and the Franklin County Board of Commissioners. The proposed contract is not valid and legal until it has been approved and executed, in signature, by the President and CEO of WBDCO and the Franklin County Board of Commissioners. Approval and continuation of a contract for these services is contingent on the availability of federal, state and local program funds and the continued authorization of funds under current legislation and the performance of the Recipient.

Bid selection DOES NOT guarantee that a contract for services will be awarded. In the event that negotiations fail with the Bidder, issues arise during negotiations, or the WDB and/or Franklin County Board of Commissioners does not approve the contract of the Bidder, WBDCO and FCDJFS reserves the right to terminate the negotiation process. If this happens, WBDCO and FCDJFS, reserves the right to: (1) select another Bidder that responded to the RFP, (2) cancel the RFP or (3) re-issue the RFP.

The Bidder may neither perform work nor submit an invoice for payment for work performed under this RFP for any time period prior to contract approval by all applicable parties. This includes any costs associated with proposal development.

XIV. Protest

Bidders who have submitted a proposal may protest the award of the contract, setting forth both factual and legal grounds for the protest. The basis of the protest must be in violation of a state or federal contracting law, rule or regulation which is applicable to the contracting process. The protest shall be in writing and shall contain the following information:

1. The name, address, telephone number and email address of the protester; 2. The name of the RFP being protested;
3. A detailed statement of the legal and factual grounds for the protest, including copies of relevant documents;
4. A request for ruling by WBDCO and FCDJFS;
5. A statement as to the form of relief requested from WBDCO and FCDJFS, and any other factual and legal questions at issue in the written protest.

During any part of the review or consideration, the protester may be asked to clarify statements, or to provide proof of claims or other statements. Any such requests must be fully responded to within a reasonable time designated by the WBDCO and FCDJFS. In the event a protester fails to respond, the protester will be dismissed and no further protest will be accepted relative to the specified RFP.

Protests shall be filed no later than 5pm EST on the seventh (7) calendar day after the issuance of formal letters sent to proposers regarding WBDCO and FCDJFS' intent to make an award. The date of the letter(s) responding to proposers is the date used to determine if a protest regarding the intent to award is submitted by the end of the protest period.

Protests must submit a **written** copy to the attention of:

Lisa Patt-McDaniel, President & CEO
WDBCO
1650 Lake Shore Drive, Suite 110
Columbus, Ohio 43204

WDBCO and FCDJFS will review the protest, shall issue written decision on all timely protests and shall notify any proposer who filed and untimely protest. The written response shall be the protest ruling and is intended as a complete and final answer to the protest.

Helpful Links

[ODJFS CCMEP Manual](#)

[ODJFS CCMEP Q&As](#)

RFP Attachments

- A. Pay-for-Performance Model
- B. Proposal Packet Cover Sheet
- C. Proposal Packet Table of Contents
- D. Narrative Header: Organizational Information
- E. Required Documents Packet Cover Sheet
- F. Required Documents Packet Table of Contents
- G. Delinquent Personal Property Tax Affidavit
- H. Conflict of Interest Disclosure Form
- I. Budget Template

Attachment A: In-School Youth Provider Performance

WIOA Common Measures

United States Department of Labor (USDOL) establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of programs, including Adult,

Dislocated Workers and Youth programs. Subrecipients are primarily responsible for meeting and/or exceeding all performance metrics established by USDOL, Workforce Development Board of Central Ohio (WDBCO), and the Franklin County Department of Job and Family Services (FCDJFS).

Area 11 places a higher emphasis on performance outcomes; therefore, the selected provider must ensure that each performance quarter, their performance meets or exceeds the PY21/22 expected performance levels.

WIOA Common Measures	Area 11 Negotiated Standard
Achieve More and Prosper (AMP)	
Employment, Education, or Training 2 nd Quarter After Exit	67.0%
Employment, Education, or Training 4 th Quarter After Exit	65.0%
Median Earnings 2 nd Quarter After Exit	\$2,300
Credential Attainment	50.0%
Measurable Skill Gain	37.0%

Failure to Perform on WIOA Common Measures

If the provider fails to perform according to the agreement, the WDBCO and/or FCDJFS will notify the provider. If there is a continued lack of performance on the same measure for two quarters in a row, the WDBCO and/or FCDJFS may declare the provider in default, and this shall require a progressive corrective action plan approved by WDBCO and/or FCDJFS.

Failure to successfully implement the progressive corrective action plan and improve performance may result in a material breach of contract. Once there is a material breach of contract, WDBCO and/or FCDJFS reserve the right to terminate the contract.

Pay-For-Performance

To ensure continued system improvement, improved outcomes, and effective use of tax dollars, WDBCO and FCDJFS seek to leverage a *Pay-For-Performance* structure for the **2022-2024 Achieve More and Prosper Youth Employment Program**, wherein contractors or subrecipients receive portions or all of their reimbursable costs based on their program's success or outcomes

Additionally, the WDBCO and FCDJFS have established additional performance metrics that include the following:

Career Services/Training Services

Customers engaged with WIOA services and training

- Youth Employed in a High Priority Occupation, post-secondary education, or Military
- Youth Earning \$15 or over
- Youth who complete work experiences in their career pathway
- Youth that enters an apprenticeship
- Youth that successfully complete or starts a pre-apprenticeship
- Successful Individual Training Account (ITA) Completions
- High-school seniors who obtain a High School Diploma or equivalent

Pay- For-Performance: Achieve More and Prosper (In-School Youth)

Each of the additional performance metrics as identified below will account for **35%** of the total reimbursable costs of the contract in the first and second year, or approximately **\$X annually** (determined by WDBCO's allocation of WIOA funds, FCDJFS TANF funds, and the actual contract amount).

Each performance metric has been assigned a "performance success target" which is the minimum level of performance the provider must meet in order to be reimbursed up to 100% of their contract.

WDBCO in partnership with the FCDJFS will weigh the performance metrics performance payment pool based on their strategic importance. Additionally, WDBCO and FCDJFS will follow a payment structure based on the provider's ability to exceed the performance success targets for each performance metric as shown below.

Performance Metric	Performance Success Target	Performance Payment Pool
Career Services	1 Year Goal	35%
AMP		
Youth Employed in High Priority Occupation, post-secondary education, or the military	65%	5%
Youth earning over \$15/hr	70%	5%
Youth who complete work experiences in their career pathways	70%	5%
Youth that enters an apprenticeship	5%	5%
Youth that successfully complete or starts a pre-apprenticeship	5%	5%
Successful Individual Training Account Completions	80%	5%
High-school seniors who obtain a High School Diploma or equivalent	85%	5%

Note: Although these performance metrics do not directly align to each WIOA common measure, accomplishing one or all of them will positively impact them.

Required Performance Reporting: State-Required Database Documentation

The provider assumes responsibility to submit all reports, forms, and data as required by Ohio Department of Job and Family Services (ODJFS), WDBCO, and FCDJFS utilizing the state-required database. The sub-recipient will:

- Utilize the state-required database as the system of record is a strict requirement for this program.
 - The state of Ohio, WDBCO, and FCDJFS use this system to monitor performance, expenditures, and compliance.
 - Anything that is invoiced that is not documented in the system will be removed from the invoice until it is properly entered into the state-required database.
 - Failure to properly, completely, and timely enter information and documentation into the state-required database will delay or deny payments.

Schedule: Year 1

Enrollment and Service Delivery - July 1, 2021 - June 30, 2022

Performance Validation - Reconciliation

Definitions

Apprenticeships - Apprenticeship is a combination of on-the-job training and related technical instruction. A student must be at least 16 years of age except where a higher minimum age standard is required by law. An apprenticeship program must be registered with The Ohio Apprenticeship Council to teach a skilled occupation pursuant to a registered apprenticeship agreement.

Apprenticeship is limited to skilled occupations and trades that meet basic criteria through On-the-Job (OJT) Training and Related Technical Instruction (RTI).

Apprentice occupations are:

- Customarily learned in a practical way through a structured, systematic program of on-the-job supervised training supplemented by related technical instruction;
- Clearly identified and commonly recognized throughout an industry; and
- Involve the acquisition of manual or technical skills and knowledge. There are currently over 950 occupations that have been recognized as apprentice occupations are continually being added to the list.

Apprenticeship is a highly desirable form of training for workers because it is learning job skills while earning an income, wage progression, and a widely recognized and portable certificate of completion and proficiency.

Apprenticeship programs are operated by both the public and private sectors. Employers, employer associations and labor-management committees sponsor and operate apprenticeship programs. Apprenticeship sponsors typically pay the training costs, although some financial incentives and assistance may be available.

Related instruction is commonly provided in the classroom, but other types of instruction, such as on-line learning and individualized instruction are also permitted. Federal rules

recommend that apprentices complete at least 144 hours of related instruction per year, which many apprenticeship programs choose to require. In many apprenticeship programs, the related instruction can also lead to a college degree, thereby providing the individual with an opportunity to earn both academic and occupational credentials simultaneously. Companies usually hire apprentices for skilled work (e.g. welding, precision machines) and expect the apprentice to work for them as a full-time employee after the apprenticeship.

An apprentice is someone who:

- May or may not be in school;
- knows what type of career pathway he/she wants to pursue;
- Is almost always paid; and
- Works (longer term than other work-based learning) side-by-side with expert employees on typical project work or in on-the-job training.

Career pathway - A combination of rigorous and high-quality education, training, and other services that:

- Aligns with the skill needs of industries in the economy of the State or regional economy involved;
- Prepares an individual to be successful in any of the full range of secondary and postsecondary education options, including apprenticeships;
- Includes counseling to support an individual in achieving the individual's education and career goals;
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the education and career advancement of the individual to the extent practicable;
- Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

High Priority Occupation - An occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy as determined by the State and local boards. The list of Ohio's top jobs can be found ([Here](#)). WDBCO and FCDJFS will determine the local high-priority occupations each contractual year.

Pay-for-performance (PFP) - An AMP Pay-for-Performance (PFP) contract strategy is a specific type of performance-based contract strategy that places a higher emphasis on performance outcomes and drives better results.

Postsecondary school - Any schooling that follows graduation from high school or completion of high school equivalency, including community colleges, four-year colleges, and universities, and technical and trade schools.

Performance Metric - Parameters established to gauge whether or not a program is reaching the desired results.

Performance Payment Pool - The maximum amount of funds allocated to a specific performance metric.

Performance Success Target - The desired level of performance that the WDBCO and FCDJFS have identified as contract performance. The targets also represent success at achieving the long and short-term outcomes established by the WDBCO and FCDJFS.

Pre-apprenticeship programs - Programs or set of strategies designed to prepare individuals to enter and succeed in Registered Apprenticeship programs and have a documented partnership with at least one, if not more, Registered Apprenticeship programs.

Registered apprenticeship program - A program meeting Federal and State standards of job preparation that combines paid on-the-job training and related instruction to progressively increase workers' skill levels and wages.

Work experience - A planned, structured learning experience that takes place in a workplace for a limited period of time. Work experiences may be paid or unpaid.



REQUEST FOR PROPOSALS
CCMEP (A.M.P.) SERVICES AND MANAGEMENT FOR
OUT-OF-SCHOOL YOUTH AND YOUNG ADULTS
MARCH 2022



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REQUEST FOR PROPOSALS
COMPREHENSIVE CASE MANAGEMENT & EMPLOYMENT PROGRAM (C.C.M.E.P.)
/ ACHIEVE MORE & PROSPER (A.M.P.) SERVICES AND MANAGEMENT FOR OUT-
OF-SCHOOL YOUTH AND YOUNG ADULTS MARCH 2022

The [Workforce Development Board of Central Ohio \(WDBCO\)](#) and the [Franklin County Department of Job & Family Services \(FCDJFS\)](#) are seeking competitive proposals for the coordination and administration of the [Comprehensive Case Management and Employment Program \(CCMEP\)](#) as described in this Request for Proposals (RFP).

CCMEP is the statewide initiative to deliver effective case management services across the state of Ohio to provide eligible youth with hands-on, holistic services to address barriers contributing to the lack of educational and career advancement. These barriers include, but are not limited to, obtaining affordable healthcare, housing, childcare, education and transportation. The goal is to provide youth with coaching training, work experience, industry recognized certifications, or other post-secondary education leading to permanent, full-time employment and self-sufficiency.

Franklin County branded its workforce development services model of CCMEP as [Achieve More and Prosper \(A.M.P.\)](#). Governed by the rules and regulations of CCMEP, A.M.P. is intended to provide a fresh, signature model that is to be identified as the premiere initiative in achieving the economic self-sufficiency of Franklin County youth. Throughout this RFP, CCMEP will be referred to as A.M.P. – except for instances referenced to CCMEP rules and regulations.

The A.M.P. program is unique, as participants enrolled in A.M.P. are required to receive individualized services. The successful Bidder(s) will be responsible for successfully delivering exceptional case management services, ensuring A.M.P. participants are provided the proper tools and coaching to ensure that they are prepared to be engaged in at least one of the following:

- Entrance into post-secondary education;
- Exposure to potential career fields of interest through work experiences; • Guidance and support with obtaining occupational skills training within in-demand career fields;
- Employment opportunities within in-demand career fields;
- Opportunities for military service.

I. Purpose of RFP / CCMEP Overview

Under the direction of Ohio’s CCMEP blueprint, targeted youth are described as individuals between the ages of 16 to 24 who are unemployed, underemployed, disengaged from the educational system and are WIOA and/or TANF eligible. Bidders must provide specific details about their ability to provide quality services in career counseling and exploration, connections to quality work experiences, addressing barriers and the ability to effectively manage the input of information into the state-required database.

The WDBCO and FCDJFS encourage innovative service delivery proposals that meet the specific purpose of this RFP and are characterized by collaboration, service integration, accountability, continuous improvement and positive outcomes. For the time period of October 1, 2022, through September 30, 2023, the WDBCO and FCDJFS expect to achieve a measurable and positive impact on the employment and academic outcomes for targeted youth in Franklin County.

The A.M.P. performance outcome measures are based on those established by the Department of Labor (DOL) and focus on improving employment and education outcomes for low-income youth. The outcome measures include:

- Secondary Degree or Credential Attainment (HS Diploma or GED);
- Post-Secondary Degree or Credential Attainment;
- Measurable Skills Gains;
- Job Placement;
- Enrollment into Education or Occupational Skills Training;
- Unsubsidized Employment; and
- Median Earnings

There will be a Pay for Performance that will require measures related to the above, and will be further described in this RFP.

a. Eligible Bidders

Proposals will be accepted from any private for-profit organization, private non-profit organization, government agency, faith or community-based organization or educational institution that demonstrates the capacity to successfully provide the services identified in this RFP. For the purpose of this RFP, the term “Bidder” shall be defined as an individual or entity that may submit or has submitted a proposal in pursuit of this opportunity. The term “Subrecipient” is used in reference to the Bidder(s) selected through this RFP that will have a subaward agreement with the WDBCO and FCDJFS to provide the services described in this RFP. The term “Contractor” is used in reference to the individuals or entities who enter an agreement with the awarded Bidder(s) to support the service delivery of the remaining CCMEP Services. Proposals from consortia or partnerships are allowed but must identify one organization as the lead agency and prime contractor and must specify sub contracting relationships. The WDBCO and FCDJFS are also releasing an RFP to serve Franklin County youth currently enrolled in secondary education. If the Bidder wishes to apply for both RFPs, it is the expectation of the WDBCO and FCDJFS that two separate proposals and budgets be submitted. Within each proposal, Bidders must establish their ability and capacity to keep the programs separate. Please see the **In School Youth AMP RFP** for more specific details.

Bidders must have a strong understanding of the local workforce system, in-demand industries and challenges faced by disconnected, out-of-school youth, as well as established relationships and knowledge of the local, youth-focused organizations. Bidders must also possess a strong

understanding of local, state and federal rules governing the operations and performance metrics of this program. It is the expectation of the WDBCO and FCDJFS that proposals include an assurance that intentional efforts will be made to offer services to youth throughout Franklin County, including Columbus and all the neighboring suburban areas.

Proposals must be based on young adult development principles and evidence-based best practices that re-engage, support, motivate and prepare youth for continuing educational achievements, successful transition into adulthood and long-term success in employment. The holistic approach will require Bidders to supply information that will discuss how the organization will participate in youth engagement in their community, leadership development programs, and processes for developing and preparing targeted youth with effective life-coping skills.

b. Populations Served

CCMEP combines the funding streams of WIOA and TANF in order to serve eligible youth through a single, comprehensive case management system. Out-of-school youth ages 16 to 24, in one or more of the following population groups, who receive services through WIOA and/or TANF-funded programs, will be required to participate:

- WIOA-eligible youth who are considered to have a barrier to employment or continued educational opportunities; and/or
- Ohio Works First (OWF) work-required recipients.

Additionally, the following population groups are eligible to volunteer to participate:

- Ohio Works First (OWF) recipients who are not work-required; and/or
- Individuals receiving benefits and services under the Prevention, Retention and Contingency (PRC) program.

II. Procurement Timeline

RFP Released/Public Notice of RFP Availability	Friday, March 18, 2022
Pre-Bidders' Conference Questions Submission Deadline	Thursday, March 24, 2022
MANDATORY Bidders' Conference & Pay-For Performance Webinar Virtual – Registration Link	Monday, March 28, 2022 (10:00am – 12:00pm)
Post-Bidders' Conference Questions Submission Deadline	Wednesday, April 6, 2022 (by 5:00pm)
Post-Bidders' Conference Answers Posted to WDBCO & FCDJFS' Websites	Friday, April 8, 2022 (by 5:00pm)
Proposal Submission Deadline	Friday, May 6, 2022 (by 4:00pm)
Proposal Review Period	Monday, May 9 – Friday, May 27, 2022
Review Team Deliberation	Week of Monday, May 30, 2022
Intent to Notify of Contract Award and/or Decline Notification	Friday, June 10, 2022 <i>(Tentative Date)</i>
Recommendations for Contracts	Friday, July 1, 2022
Contractual Period	October 1, 2022 – September 30, 2023

An electronic copy of the RFP and all related documents can be obtained at both the [WDBCO website](#) under “Available RFP’s”, and the [FCDJFS website](#) under “RFP and Community Partner Information”, or by sending an email request to rfp_proposal@wdbco.org.

a. Communication Prohibition

From the release date of the RFP until the notification period, there must be no communication concerning the content of the RFP between the Bidder and any employee of WDBCO, FCDJFS or any other individual, regardless of his/her employment status who is in any way involved in the development of the RFP or the selection process. The only exceptions to this prohibition are as follows:

- To respond to clarifying questions/technical issues related to the RFP templates and requirements, answered at the discretion of WDBCO;
- As necessary in the case of any pre-existing business relationship between WDBCO, FCDJFS and the responding Bidder, in order to conduct that particular business; and

- As part of an interview necessary for WDBCO and FCDJFS to make a selection decision.

During the Q&A period – questions must be submitted via rfp-proposal@wdbco.org. Answers will be posted on the WDBCO/FCDJFS websites no later than Friday, April 8, 2022. Any Bidder that attempts any communication prohibited by this Section may be disqualified for consideration for this RFP.

III. Service Model

The WDBCO and FCDJFS are seeking to implement A.M.P. by developing a community wide, coordinated approach that engages opportunity youth by utilizing and improving access to needed services and resources that are currently available in the community. This coordinated approach is rooted in a comprehensive case management system that utilizes community resources to support the delivery of services and activities outlined in Workforce Innovation and Opportunity Act Policy Letter No. 15-10 ([WIOAPL-15-10](#)). A.M.P. Coaches (Personal Advocates) will use these community resources to build and implement Individual Opportunity Plans (IOP) for each program participant. WDBCO and FCDJFS are seeking proposals from Bidders who can provide youth with individualized case management, career pathway development, employment, training and supportive services available under CCMEP. Successful models must assist youth in addressing barriers, developing transferable skills, critical thinking, self-advocacy and a focus on a positive future. Proposed models must be designed to lead youth to self-sufficiency through post-secondary opportunities, certification/credential attainment and the attainment of full-time, long-term employment, and/or connections to military enrollment opportunities.

Successful proposals must demonstrate the capacity to implement a comprehensive case management model which is focused on addressing the barriers of eligible participants, while leveraging local resources to provide the in-depth, CCMEP Services through Memorandums of Understanding (MOU)/Subcontracts. This includes providing referrals to community resources that will also assist the enrolled participant's immediate family with identifying opportunities to address barriers that may, in turn, impede or prevent the full engagement and development of the enrolled participant. Proposals must demonstrate the ability of the Bidder to engage enrolled participants on a regular basis and no less than every 30 days. It is recommended that enrolled participants complete 20 hours a week in CCMEP activities designed to help them achieve goals related to employment in their chosen career, increased earnings and/or obtaining a work certificate or credential. Time spent in activities, case management, homework and program travel time may also be considered part of those hours. The required minimum engagement is at least once a month in both active programming and follow-up activities.

For the purposes of this RFP, Bidders shall submit proposals for case management services, which will place emphasis on career assistance, education and employment. Bidders may also choose to apply for the opportunity to serve youth by providing one or more of the remaining CCMEP Services, however the application must document the ability of the Bidder to deliver the service(s). Successful proposals will identify the Bidder(s) ability to:

- Assist out-of-school youth with achieving success by utilizing effective and comprehensive services and activities that include a variety of options for improving educational and skill competencies, as well as providing effective connections to educational institutions and employers;
- Implement integrated strategies for career pathway approaches that support post-

secondary education, training and/or employment;

- Implement work-based training strategies and employment approaches to assist participants with developing essential skills that are best learned on the job;
- Implement progressive levels of education and training approaches that will assist youth with earning marketable credentials; and
- Provide continued support services to individuals who need them to participate and succeed in educational, employment and/or training activities.

a. Key Elements to a Successful Program

Successful models will emphasize the importance of rapport building to engage, retain and progress eligible out-of-school youth, without the initial offering of supportive services. Proposals must also identify the client experience and how it is driven by the importance of focusing on the participant. A roadmap, or timeline of participation, must detail a plan of activity to be implemented monthly. A.M.P. Coaches must share a common skillset and consistent message. A program evaluation to ensure that all clients are receiving what is being marketed needs to be included in the planning of a successful program. Bidders are also expected to demonstrate the process of reporting monthly metrics updates of, but not limited to, enrollments, engagement points, success stories, placements, potential exits and referrals.

WDBCO and FCDJFS seek both proven and innovative strategies that serve the diversity of the youth populations and needs throughout all of Franklin County. While the primary effort is to serve as many WIOA and TANF-eligible youth as capacity allows, the WDBCO and FCDJFS are seeking programs that pay special attention to the following populations and programs:

- Youth who are a part of a family receiving Ohio Works First (OWF) support that are not work-required;
- Teen parents;
- Youth parents who are child support obligors;
- Adjudicated youth;
- Foster care youth;
- Targeted zip codes and/or school districts outside of the Columbus city limits; • Programs that agree to collaborate with various Franklin County agency initiatives; and
 - Programs that leverage and/or expand the capacity of other community-based services and programs (i.e.: local food initiatives, healthy eating classes, etc.)

A successful Bidder for A.M.P. Case Management Services will commit to the following:

- Support progression towards successful outcomes:
 - Employment within an in-demand career field;
 - Enrollment into post-secondary education, occupational skills training, apprenticeship and/or the military.

- Contacting A.M.P. participants at least once a month to obtain updates on goal attainment and required supportive services;
- Possessing the ability to properly document all interactions within the state required database;
- Maintaining engagement with participants both actively enrolled, and in the follow-up period after successfully exiting the program.
- Utilizing the [Goal 4 It! Model](#) to provide participants with the tools required for effective goal setting and planning.

Successful implementation of CCMEP requires strong partnerships and collaboration between the WDBCO, OhioMeansJobs Center and FCDJFS. This includes joint policy development (to reduce/eliminate duplication of effort and improve service delivery), establishment of processes for client referral, cross-training of staff and community outreach efforts.

Workforce development boards are responsible for developing the local workforce area plan, engaging employers, providing program oversight, negotiating performance measures and procuring service providers. WDBCO, OhioMeansJobs Center and FCDJFS must work in collaboration to align CCMEP with area priorities for workforce development, in-demand jobs and business engagement, particularly for the youth and young adult populations served by CCMEP.

Successful Bidders for A.M.P. Case Management Services will offer access to formal training each month. These sessions can be conducted in-house, through a contracted partner, or through the [OhioMeansJobs](#) workshop series. Training sessions will include quality instruction in topics such as:

- Interview preparation and resume writing;
- Interpersonal skills and effective communication;
- College readiness/access;
- Financial literacy;
- Essential technology skills;
- Exposure to, and preparation for in-demand careers.

b. Pay-For-Performance

To ensure continued system improvement, improved outcomes, and effective use of tax dollars, WDBCO and FCDJFS seek to leverage a **Pay-For-Performance** structure for the 2022-2023 A.M.P. Program, wherein contractors or sub-recipients receive portions, or all their reimbursable costs based on their program's success or outcomes.

Additionally, the WDBCO and FCDJFS have established additional performance metrics that include the following:

Career Services/Training Services

Customers engaged with WIOA services and training

- Youth Employed in an in-demand occupation, post-secondary education, or military
- Youth earning \$15 or over
- Youth who complete work experiences in their career pathway
- Youth that enters an apprenticeship
- Youth that successfully complete or starts a pre-apprenticeship
- Successful Individual Training Account (ITA) completions
- Out-of-school youth without a high school diploma or equivalent that obtain a high school diploma or equivalent

(See Attachment A)

c. Service Operations

Bidders must provide clear and concise details as to how the services will be offered including, but not limited to:

- Service style: in-person or virtually;
- Timeline/Schedule: when the services are to be offered. During negotiations and the contractual period itself, this may need to be adjusted to account for the interest and need for the service.
- Access to services: when and where will services be delivered. How does this align with the needs and accessibility of the youth to be served?
- Outcomes/Evaluation: how the services will be evaluated for success. Identify the outcomes and how they will be measured.
- Data Collection and Reporting: how the Bidder will collect and report data. Successful Bidders will be required to collect and report into Ohio's state-required database on the individuals served as a performance requirement of their contract.

1. Eligibility ([5101:14-1-04](#))

Out-of-School youth ages 16 to 24 seeking enrollment into A.M.P. must reflect at least one of the following population groups:

- Youth registered for a WIOA program who are considered to have a barrier to employment or continued educational opportunities under WIOA;
- A participant in the Ohio Works First (OWF) program who has been determined to be work-eligible in accordance with rule [5101:1-3-12](#) of the Administrative Code;
- An OWF participant who has not been determined to be a work-eligible individual in accordance with rule 5101:1-3-12 of the Administrative Code; and/or
- An individual receiving benefits and services under the Prevention, Retention and Contingency (PRC) program who volunteers for CCMEP within 90 calendar days of the date that PRC benefits or services are received.

a. Definition of OSY

An out-of-school youth is an individual who is not attending any school, not younger than 16 years old or older than 24 years old at the time of enrollment, and has one or more of the following barriers:

- A school dropout;
- An individual not younger than 16 years old, who is younger than 18 years old, who has not attended school for at least the most recent complete school calendar quarter and who is not excluded from school attendance requirements per Section 3321.03 of the Revised Code;
- A recipient of a secondary school diploma or its recognized equivalent, who is a low-income individual and is basic skills deficient or an English Language Learner (**not the same as English as a Second Language (ESL)**);
- A youth who has been incarcerated;
- An individual experiencing homelessness (as defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e 2(6))), a child or youth experiencing homelessness (as defined in Section 725 (2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))) a runaway, in foster care, or has aged out of the foster care system, a child eligible for assistance under the John H. Chafee Foster Care Independence program, or in an out-of-home placement;
- An individual who is pregnant or parenting – including a non-custodial mother or father; or
- A youth who is an individual with a disability.

WIOA Eligibility reflects the same criteria listed above.

Youth enrolled **only** in the following programs are considered out-of-school youth:

1. Adult Education Programs under Title II of WIOA (Aspire);
2. YouthBuild; and
3. Job Corps

Youth enrolled in high school equivalency programs and dropout re engagement programs are also generally considered out-of-school unless the program is funded by the public K-12 school system. If a youth is determined eligible and is in between school years, the youth is considered an in-school youth if enrolled to continue school in the fall. A youth who is determined eligible between high school graduation and post-secondary education is considered an in-school youth once he or she has registered for, and confirmed, post-secondary courses – even if classes have not yet begun. However, if a youth who has completed secondary education has not yet registered for and confirmed post-secondary courses at the time of eligibility determination, he or she is considered an out-of-school youth, even if he or she has been accepted into a post-secondary education program ([WIOAMTL 15-03.1](#)).

A secondary student earning post-secondary credit through the College Credit Plus program defined in Chapter 3365 of the Revised Code, who intends to continue attending the same post-secondary school after graduating secondary school, remains an in-school youth during the period between completion of secondary school and enrollment in the

post-secondary school.

If a youth is being home-schooled in accordance with the requirements of the Ohio Department of Education (ODE), the youth is in school.

b. TANF Eligibility

Youth who are at least 16 but no more than 24 years of age and meet the following TANF eligibility criteria may be served under this program:

- Reside in Franklin County;

- Are a part of a family that contains a minor child
 - If the participant is under the age of 18, or is 18 and still in secondary school, they can be considered the minor child;
 - If the participant is over the age of 18 (not in school) and is living in a family that contains another minor child; or
 - If the participant is the parent (custodial or non-custodial) of a minor child;
- Meets income standards
 - Individual or family is receiving benefits and services from the PRC program; or
 - Individual or family have a gross household income in the previous 30-day period that is at or below 200% of the federal poverty level;
- Must be a citizen of the United States, or a qualified alien as defined in OAC 5101:1-2-30. Verification of status must be provided; and
- Must provide social security numbers or verification of application(s) submitted for each member of the household in need of a social security number.

Successful Bidders will be responsible for assisting potential program participants with completing the [JFS03002](#), determining eligibility, collecting and maintaining all required documentation and submitting information to FCDJFS for final approval. TANF eligibility must be determined every 12 months while the participant is enrolled in the A.M.P. program, even if they are currently only receiving a WIOA-funded service. It will be the responsibility of the awarded Bidder(s) to develop and implement an internal process to support this requirement.

2. Direct Staff

To place a more distinctive effort in securing the appropriate staff to forefront this enhancement of program service delivery, the WDBCO and FCDJFS are implementing a minimum salary requirement for A.M.P. Coaches (Personal Advocates). To be successful with “coaching” participants out of their current mindset and into one that will augment their futures in post-education and employment opportunities, the retention of staff is essential to effective service delivery. Awarded Bidder(s) will be required to compensate A.M.P. Coaches at a wage no less than \$22 per hour to remain competitive with the market rate for case managers in the state of Ohio.

Successful submissions will also identify strategies and policies that support A.M.P. staff development and retention. This will include, but not be limited to, career coaching seminars, pre-approved certification/licensing programs, developmental courses, etc.

Aside from the necessary A.M.P. Coaches, Bidders are also encouraged to consider alternative staff options in order to provide a holistic approach to comprehensive service delivery. A dedicated Personal Advocate may provide a wealth of experience to support A.M.P. Coaches with exposing enrolled participants to diverse opportunities for becoming and remaining successful. **Successful Bidders are strongly encouraged to have a dedicated Intake Specialist on staff to be responsible for receiving and maintaining personal documentation of youth, prior to the actual enrollment process. A dedicated Quality Assurance professional is required to ensure that service delivery and data entry remain aligned with the rules and requirements of CCMEP, and of the contract.**

ii. Case Management Services

A.M.P. Coaches (Case Managers / Personal Advocates) are the key to the success of A.M.P. Participants. Understanding the complex challenges of youth and helping them build a path forward is a human-resource-intensive activity. High-quality interactions between coaches and participants are critical to identifying barriers and helping individuals improve their education and employment opportunities. A.M.P.

Coaches must have appropriate qualifications and training, successful execution of managing caseloads to perform their jobs effectively. A.M.P. Coaches must possess the ability to assess, plan, and facilitate advocacy for the youth. Qualities of a successful A.M.P. Coach include:

- Maintains guidelines of desired outcomes for each “meaningful contact” with participant;
- Supports progression towards successful outcomes – placement, enrollment into post-secondary education, occupational skills training;
 - Possesses the ability to document the story of all interactions;
- Is a true, dependable and interactive coach;
- Exemplifies engagement with youth and follow-through; and • Develops the coach expectations early on both sides – “what do you need from me as a coach?”

Case management services must be provided for every program participant enrolled in A.M.P.

1. **Case management** is a collaborative process of assessment, planning, facilitation and advocacy for options and services to meet an individual’s needs through communication and available resources to promote quality cost effective outcomes.
2. **Case management** is the process of assisting in the planning, coordination, monitoring and evaluation of services (social, medical, mental health, etc.) for a participant with an emphasis on quality of care, continuity of services and cost effectiveness.
3. **Case management** services specialize in assessing the complex needs of clients, helping participant and their families access needed services and coordinating care among multiple service providers.

A.M.P. Coaches must have at least three (3) years of experience providing community-based

management services with the target populations. Degreed or credentialed staff is preferred, but not mandated. A.M.P. Coaches must be able to demonstrate knowledge of basic case management competencies, knowledge of and ability to engage the target population, and knowledge of community resources.

A.M.P. Coach services must include, but are not limited to, the following activities/tasks/functions:

- Program outreach, enrollment and engagement;
- The completion of the required CCMEP Assessment (within 10 days of program enrollment);
- The completion and updating of the required CCMEP Individual Opportunity Plan;
- On-going data-entry tasks in Ohio’s state-required database to reflect services, activities and performance outcomes for each participant; • On-going, meaningful case management services no less than every 30 days;
- Service linkages and referrals to the [14 Program Elements and other CCMEP Services](#) as needed and identified in the Assessment and IOP; and
- Support facilitation of the placement of participants into education, skills training, employment, apprenticeships or the military.

IV. Definitions

1. Enrollment

The minimum number of youth to be served per Bidder will be determined by the number of awarded contracts. Based on the available funding from both WIOA and TANF, the overall annual enrollment goal of out-of-school youth is projected to be 800 participants.

- **Successful Bidder(s) will be expected to describe how many participants can be effectively served by the Bidder, at any point of the contract.** Considerations will be made during the first month of the contractual period as it is understood that recruitment may initially delay enrollment, however a persistent and intentional effort of recruitment will be expected. Bidders may also utilize a “rolling enrollment” plan to maintain participant capacity, while supporting youth who have exited the program and are engaged in the Follow-Up period outlined in CCMEP ([5101:14-1-06](#)). WDBCO and FCDJFS requests that each A.M.P. Coach maintains a caseload of no more than **75 participants – including both actively enrolled and recently exited participants in their 12-month Follow-Up period.**

- a. WIOA Youth & Young Adult Program Eligibility Application ([JFS-03002](#)) i. [TANF Recertification Application](#)

b. [Basic Skills Assessments](#)

c. Comprehensive Assessment ([JFS-03003](#))

d. Individual Opportunity Plan (IOP / [JFS-03005](#))

e. OMJ Registration

Each program participant is required to register on OhioMeansJobs.com. Verification of registration must be contained with each program participant file or uploaded into Ohio's state-required database. It is recommended that program enrollment paperwork includes parental permission for OMJ registration for minor participants. Each provider must incorporate the tools and resources on OhioMeansJobs.com into their program service delivery model, work readiness trainings and other on-going or topic-specific trainings throughout the program. Providers are required to work one-on-one with each participant to create their OMJ Backpack. Once a participant successfully exits the A.M.P. program, it will be expected that the service provider will work with the youth to articulate their experience by evaluating learned skills. In addition to creating the virtual backpack, providers must encourage participants to complete the following:

- Resume – tools that assist in developing and posting a resume;
- Training Center – hundreds of assessments and essential-skill tools to assist in obtaining a career;
- Career Planning – assistance with exploring different careers which include identifying the skills and training needed to obtain, and salary to expect;
- In-Demand Jobs – information on Ohio's high-growth employment opportunities;
- Career Profile – assists in identifying career paths that match the individual's interests;
 - Occupational, School and Employment Program Search
- Budget Calculator/Target Salary

2. Documentation of Service Delivery

Documentation of service delivery must be completed in a timely manner and include all pertinent details and maintain client confidentiality. Case management services will also include linkages and coordination with other programs and services available to support the individual's IOP as well as the coordination of non-CCMEP funds to prevent duplication of services and maximize the services delivered.

Program services that are administered by utilizing Department of Labor funding are required to be entered into Ohio's state-required database. Data will be pulled from this system monthly to ensure that information is being entered timely and accurately. It is imperative that staff that will be entering data into the system be properly trained prior to obtaining access. Incomplete or inaccurate data that is entered into the system runs the risk of potentially delaying invoice approvals.

The successful Bidder(s) will be required to ensure that all training, assessments, work experiences, services and activities provided to, and for the participants are accurately and timely entered into the state-required database. The quality and consistency of the data entered has a direct impact on performance outcomes. Services provided that are not properly documented in the state-required database will not be considered when evaluating performance outcomes.

Successful Bidder(s) will be required to perform the following:

- Maintain all CCMEP-required data to ensure alignment with performance goals;
- Weekly review of active caseloads in conjunction with the current status of activities and services;
- Weekly review of exit checklists that are submitted for review and approval, or completion;
- Weekly review of case notes for each A.M.P. Coach to ensure monthly engagement;
- Weekly review of IOPs to ensure that goals are progressing, while addressing barriers and obtaining related services;
- Weekly review of trainings, work experiences, and assessment scores to ensure that appropriate services are being offered;
- Monthly review of supportive service requests (validity, appropriateness, and engagement with vendors);
- Monthly meeting with A.M.P. Coaches to ensure that participant stories are being properly documented within case notes;
- Effective management of Excel spreadsheets designed to track participant assignments, current activities, incentives, and redetermination schedule; Participate in all county and state-led trainings regarding A.M.P./CCMEP.

WDBCO and FCDJFS expect that awarded applicants will plan internal “file” audits monthly for quality assurance. WDBCO and FCDJFS will also spot check for consistency and conduct quarterly audits of randomly selected participants.

3. Individual Training Account (ITA)

A.M.P. Coaches, when needed, should assist with the coordination of ITAs. An ITA is a method to finance training which is established on behalf of the program participant to purchase a program of training services from an eligible training provider. Costs must be reasonable and necessary and must represent a sound investment of public funds. [Training providers must be located on the Local Training Provider list, maintained by WDBCO.](#) ITAs must be approved by the WDBCO and/or FCDJFS prior to enrollment into program.

4. On-The-Job Training (OJT)

A.M.P. Coaches, when needed, should assist with the coordination of OJTs. OJTs are a training option that provides employers the opportunity to train new employees on the specific knowledge or skills essential to the full and adequate performance of the job. Employers are provided reimbursement for a portion of the payroll expenses based on training performance and company size.

5. Incentives

Incentives funded through WIOA and TANF which encourage milestones or achievements directly tied to work experiences, education, or training can not only assist with enticing youth to successfully complete goals, but also positively affect performance outcomes. To be eligible, the A.M.P. youth must be enrolled in the program prior to the effective date of this policy and incentives are not retroactive. Incentives will not be provided to meet ongoing basic needs, but rather as remuneration to participants for successful participation and achievement of expected goals and outcomes as outlined on the Individual Opportunity Plan (IOP). OAC [5101:14-1-03](#) and [WIOAPL 15-13 Work Experience for Youth](#).

6. Managing Exits for Performance

DOL requires the CCMEP program to be held to performance metrics. Bidders must identify a plan to manage performance on a monthly basis to ensure that performance metrics are adhered to for program compliance. An enrolled participant will automatically exit the program when a service has not been entered into Ohio's state-required database for a period of 90 consecutive days. To ensure that performance will be properly reported for each participant that has services closed, WDBCO and FCDJFS will be managing exits internally. Requests for exits can be made throughout the entirety of the contract.

V. Program Requirements

a. Rules

Successful proposals will demonstrate the applicant's knowledge of program rules and regulations, as well as local and federal governance, found below. It will be a requirement of the awarded entity to have its leadership verify by signature that all rules and regulations have been reviewed with the entire A.M.P. staff:

- [WIOA PUBLIC LAW 113-128 – July 22, 2014 \(Updated February 22, 2019\) 128 STAT. 1425](#)
- [TANF OFFICE OF FAMILY ASSISTANCE: AN OFFICE OF THE ADMINISTRATION FOR CHILDREN & FAMILIES](#)

- [2 CFR 200 UNIFORM GUIDANCE](#)
- [5101:14-1-01 \(Comprehensive Case Management and Employment Program: Definitions\)](#)

- [5101:14-1-02 \(Comprehensive Case Management and Employment Program: General\)](#)
- [5101:14-1-03 \(Comprehensive Case Management and Employment Program: Program Plan\)](#)
- [5101:14-1-04 \(Comprehensive Case Management and Employment Program: Referral, Comprehensive Assessment, Individual Service Strategy and Individual Opportunity Plan\)](#)
- [5101:14-1-05 \(Comprehensive Case Management and Employment Program: Case Management\)](#)
- [5101:14-1-06 \(Comprehensive Case Management and Employment Program: Program Exit and Follow-Up Services\)](#)
- [5101:14-1-07 \(Comprehensive Case Management and Employment Program: Primary Performance Measures\)](#)
- [5101:10-3-01 \(WIOA Youth and Young Adult Program: Eligibility Requirements\)](#)
- [5101:1-3-11 \(OWF: Appraisals, Assessments and Self-Sufficiency Contract\)](#)
- [5101:1-23-50 \(OWF: Learning, Earning and Parenting Program\)](#) • [ODJFS](#)

[Forms Central](#)

- [State Policy and Guidance Information](#)

b. Co-Location of Services ([5101:14-1-01](#))

Lead agencies are required to co-locate employment, training and supportive services at a location accessible to CCMEP (A.M.P.) participants. Co-location of services will occur at the OhioMeansJobs Center to support improved coordination and integration of WIOA and TANF services by offering a common entry point for individuals to access services without the burden of having to visit multiple addresses. In addition, when staff in different programs work in proximity, they can more easily share knowledge and offer streamlined service delivery.

Successful models will include the ability to house an A.M.P. Coach at the OMJ Center. The A.M.P. Coach will be the point of contact for participants prepared to begin their employment search. Since the awarded Bidder(s) will become required partners with OhioMeansJobs, Columbus-Franklin County, it will be required that an A.M.P. Coach from each Bidder be staffed at the OMJ Center at least one (1) day out of each week in order to remain familiarized with internal schedules of programmatic activity, as well as emergent workforce needs for employment within the community. Additional funds will be added to awarded contracts to support housing staff at OMJ Center. Bidder(s) must also formalize an MOU with the OMJ Center. An A.M.P. Talent Development Specialist will be

located at the OMJ Center and directly responsible for the development and maintenance of employment opportunities for youth referred by the awarded Bidder(s).

c. CCMEP Services/14 Program Elements

While every youth is not required to participate in every element, access to each element as needed/identified in the IOP is mandatory. The awarded Bidder(s) will be required to either provide the service within their organization, or identify a community partner that will assist with providing the services.

Successful RFP proposals will demonstrate the capacity of knowledge in relation to the CCMEP Services, and expected to review existing policy related to each specific element of service, as well as linkable CCMEP activities ([5101:14-1-05](#)). Bidder(s)' A.M.P. Coaches will be specifically responsible for linking participants to leadership development opportunities (**k**), paid and unpaid work experiences (**l**), as well as the management and distribution of Supportive Services (**m**) and Follow-Up Services (**n**). The following Program Elements must be made available to youth enrolled in the A.M.P. program:

a. Tutoring, Study Skills Training, Instruction and Dropout Prevention b. Alternative Secondary School Services, or Dropout Recovery Services

c. Occupational Skills Training

d. Education Offered Concurrently w/ Workforce Preparation Activities

e. Adult Mentoring

f. Comprehensive Guidance and Counseling

g. Financial Literacy Education

h. Entrepreneurial Skills Training

i. Labor Market and Employment Information

j. Activities to Prepare for and Transition to Post-Secondary Education and Training

k. Leadership Development Opportunities

The purpose of Leadership Development Opportunities is to develop skills and attitudes that are important in all areas of life. It provides encouragement and support to youth, developmental skills and instills confidence as they transition into adulthood. Successful proposals will relate these activities to existing curriculum and activities being offered in schools. Leadership Development Opportunities include:

- Exposure to post-secondary education opportunities; • Community and service-learning projects;
- Peer-centered activities, including peer mentoring and tutoring; • Organizational and teamwork training, including team-leadership training;
- Training in decision making, including determining priorities and problem solving;
- Citizenship training, including life skills training such as parenting and workplace behavior;

- Civic engagement activities that place youth in leadership roles, such as youth leadership committees.

I. Paid & Unpaid Work Experience w/ Academic & Occupational Education Component

Successful Bidder(s) shall be responsible for coordinating all work experiences in collaboration with the career goals of the A.M.P. participant. A work experience is a planned, structured learning experience that takes place in a workplace for a limited period.

Work experiences, both paid (through reimbursement to an employer) or unpaid, are for enrolled participants who lack sufficient employment experience, who want to explore career fields, and/or who need specific industry experience to be hired. Work experiences, by definition, must be specifically linked to the goals outlined in the participant's IOP. Each work experience must include an academic and occupational education component, along with an approved worksite agreement. The successful Bidder(s) will be expected to provide participants with an industry prepared resume, effective interviewing skills, technology skills to include Microsoft and/or Google certifications and essential skills. The ability to engage participants with in-demand worksites are expected to be an on-going priority of successful proposals and must be approved by WDBCO and/or FCDJFS. Approved types of work experiences are:

- Pre-apprenticeship programs;
- Paid and Unpaid internships and job shadowing;
- On-The-Job training opportunities

Out-of-School A.M.P. participants are eligible to receive up to **three (3) individual work experiences, per program year**. Each work experience can last up to **160 hours** and paid at an hourly rate of **80% of the employee rate** for the same position.

Out-of-School A.M.P. participants engaged in a registered pre apprenticeship, are eligible to receive up to **480 hours of paid-work experience, per program year**. This work experience will be paid at an hourly rate of **\$10 an hour**.

m. Supportive Services

A.M.P. Coaches assist enrolled participants with accessing Supportive Services. These services, which include both community and subsidized resources, assist in eliminating issues/barriers which present a challenge to the successful participation in the program. Supportive Services are intended to enable an individual to participate in CCMEP and to secure and retain employment and may include, but are not limited to linkages, referrals or assistance with:

- Access to community services;

- Access to health care;
- Transportation, childcare, housing assistance, uniforms/work attire and work-related tools;
- Educational testing, excluding ITAs and related services (i.e.: GED and basic certifications are not Supportive Services);
- Reasonable accommodations for youth with disabilities; • Books, fees, school supplies and other necessary items for students enrolled in post-secondary education classes;
- Needs-related payments; and
- Legal aid services.

Successful provider(s) must make available supportive services that are customer-focused and meet the needs and circumstances of the individual in order to help them address barriers to employment and/or education.

n. Follow-Up Services ([5101:14-1-06](#))

Job retention is an important primary outcome measure of CCMEP. All program participants must receive some form of Follow-Up Services for a minimum of 12 months. The type and intensity of Follow-Up Services may differ for each participant. Follow-up Services may include Leadership Development and Supportive Services, regular contact with the participant's employer, including assistance in addressing work-related issues, assistance in securing better paying jobs, career pathway development and/or adult mentoring.

A.M.P. Coaches are responsible for the provision of Follow-Up Services. These are critical services provided following a program participant's exit from CCMEP to help ensure job retention or successful participation in post-secondary education and training.

All program participants, upon successful completion of program services, must receive some form of Follow-Up Services described in paragraph (E)(9) of rule [5101:14-1-02](#) of the Administrative Code, for a minimum of 12 months, at the discretion of the lead agency. Follow-Up Services may begin no earlier than the day the notice is issued in accordance with paragraph (B) of this rule.

The types of services provided, and the duration of services must be determined based on the needs of the individual, and therefore the type and intensity for Follow-Up Services may differ for each program participant. However, Follow-Up Services must include more than only a contact attempted or made securing documentation in order to report a performance measure. Supportive Services will also be approved during this time period, on a case-by-case basis from the lead agency.

VI. Roles and Responsibilities

a. Sub-Recipient/Contractor Responsibilities

Successful Bidders will be responsible for the following activities:

- Comply with all applicable rules and regulations governing the sources of funding for this program;
- Comply with Procurement Requirements;
- Comply with Compliance Requirements;
- Follow all rules and regulations governing the implementation and provision of program services;
- Comply with Ohio Revised Code 2151.86 relating to Criminal Record Checks ○
Background checks must be completed for all program staff who work with the youth and must be completed prior to the staff working with the youth;
- Conduct Participant Recruitment, Eligibility Screening and Enrollment ○
Collection and completion of registration and enrollment forms;
 - Collection of documents necessary to verify eligibility and income;
 - Collection of appropriate releases and other program forms (medication, transportation, etc.);
- Maintain documentation of the delivery of services
 - Collection and reporting of participant and program data as determined;
 - Collection, maintenance and data entry of all referrals to community partners;
 - Collection and Maintenance of:
 - All Worksite Agreements;
 - Participant Worksite Assignments and Schedules;
 - Time and Attendance Records;
 - Employment Evaluations and Surveys;
- Comply with all labor standards and child labor laws and regulations referenced at [Department of Labor](#);
- Comply with the minimum qualifications, service models and requirements contained in this RFP’;
- Collect and maintain fiscal data as required by FCDJFS
 - Maintain and report all participant payroll records and expenses; ○ Maintain and report to WDBCO and FCDJFS fiscal data and all related expenditures;
 - Maintain fiscal records in accordance with generally accepted accounting practices;
- Submit invoices and reports according to the guidelines established by the WDBCO and FCDJFS; and
- Permit site and monitoring visits by WDBCO and FCDJFS staff or each agency’s designees in

order to monitor files, financial records and program implementation.

b. WDBCO/FCDJFS Responsibilities

- Provide ongoing technical assistance related to, but not limited to, overall program implementation, eligibility and allowable activities and expenses; • Audit documentation and approve participants' eligibility;
- Act as the final authority regarding eligibility questions and the handling of grievances;
- Review and process invoices for reimbursement;
- Create a WIET-preferred list for the local area; and
- Monitor all programs at least once during the course of the subaward. Monitoring will include, but may not be limited to the following requirements:
 - Programmatic Monitoring
 - Verify the contracted scope of service has been implemented
 - Observe youth participation, attendance and supervision
 - Review participant files and/or Ohio's state-required database
 - Monitor and review performance in relations to slated goals
 - Fiscal Monitoring
 - Payroll monitoring, including paycheck distribution
 - Review all expenditures related to this funding
 - Documentation of and adherence to internal controls

c. Partnership Agreements, Subcontracts, Professional Fees and Contracted Services

A partnership agreement is needed when the Bidder's proposal includes one or more entities in the provision of the program or services.

A subcontract agreement is applicable when a Bidder submits a proposal, but later deems it necessary to involve additional entities in the provision/operation of the program or services. Because this is done post-contract approval, subcontract agreements are subject to federal procurement requirements. Each subcontract must be procured in accordance with the Bidder (Contractor's) procurement requirements and be approved prior to the award of a subcontract by WDBCO and FCDJFS.

Professional fees and contracted services are services for which the Bidder has an established service agreement or plans to engage in a service agreement with a non staff individual or entity for the provision of a specified service.

All agreements (partnership, subcontract, professional fee and/or contracted service) must include:

- A description of the services to be rendered, rate of pay, estimate of time required, the total amount of the agreement, time period of the agreement, termination provisions and any

other descriptive information regarding the services to be provided;

- A clear definition of the role that each entity will assume in implementation of the service;
and
- The name and contact information of the authorized representative in order to confirm the details of the relationship.

Once the Bidder's proposal has been recommended and approved for funding, all agreement types are subject to the same terms, conditions and covenants contained in the contract boilerplate for the Contractor (Bidder). Additionally, the Contractor is required to secure the following documentation that verifies that the partner/subcontractor is in no way excluded from receiving federal, state or local WIOA and/or TANF funds:

- [System for Award Management](#)
- [Auditor of the State of Ohio Findings for Recovery Database](#)

All partnership agreements, professional fees and contracted services costs must be accounted for in the Bidder's budget as Professional Fees or Contracted Services. The Contractor must submit a copy of any/all partnership agreements at the time of the submission of the proposal and subcontract agreements no later than (30) thirty days after the effective date of the contract. No payment shall be made without an agreement on file with the WDBCO and FCDJFS. The Contractor is responsible for making direct payment for such services to the partner or subcontractor. No partnership or subcontract agreement shall in any case relieve the Contractor of any duty, obligation or liability undertaken by the Contractor pursuant to its contract agreement.

VII. Additional Information Requests

Requests from Bidders and potential Bidders for copies of previous RFPs, past proposals, score sheets or contracts for this or similar past projects are deemed to be public record requests and not clarification questions regarding the present RFP. Public record requests submitted in accordance with CCMEP policy will be honored. The posted time frames for responses to emailed questions for RFP clarification do not apply to public record requests.

Requirements under a current project may or may not be required under any future contract and so may not be useful information for Bidders that choose to respond to the RFP. Therefore, Bidders are to base the RFP responses, details and costs on the requirements and performance expectations established in this RFP. The information can be provided in the Q&A document, NOT on details of a current or past related contract. If Bidders ask questions about existing or past contracts during the Q&A period, FCDJFS and the WDBCO will use its discretion in deciding whether to provide answers.

VIII.ADA Requirement

The Bidder must be committed to achieving full physical and programmatic accessibility as defined by the Americans with Disabilities Act (ADA). Additionally, the WDBCO and FCDJFS reserve the right to ensure that all mandated services are available in each geographic region and provided in a linguistically and culturally appropriate manner.

IX. Procurement Schedule

Bidder's Conference

WDBCO and FCDJFS will host a Bidders' Conference on **Monday, March 28, 2022, from 10:00am – 12:00pm**. **This meeting will be held virtually (registration link is provided in the Procurement Timeline)**. The purpose of the Bidder's Conference is to review the requirements of this RFP, provide an overview of requirements and to respond to questions regarding any aspects of this RFP. The Bidder's Conference is the most effective opportunity for the Bidder to gain an understanding of the focus and priorities of the RFP and to ensure that the Bidder completely understands the submission requirements and processes. Attendance at the Bidder's Conference is **MANDATORY. Failure to participate will exclude the Bidder from being eligible to submit a proposal.**

Electronic Question & Answer Period; RFP Clarification Opportunity Bidders may submit questions regarding this RFP during the established question period. Questions to this RFP must reference the relevant part of this RFP (section number and heading). WDBCO and FCDJFS may disregard any questions that do not appropriately reference the RFP section. Participation is optional but is highly encouraged.

The questions must be submitted via email to rfp-proposal@wdbco.org. The subject line of the email must state: **Q&A AMP OSY RFP 2022**. Please note there are two submission dates for questions related to this RFP; please see (II. Procurement Timeline) for more information.

WDBCO and FCDJFS' responses to all questions submitted via email meeting the criteria listed above will be posted at <https://wdbco.org> and <https://jfs.franklincountyohio.gov> for reference by all potential Bidders. WDBCO and FCDJFS will not send personalized or individual e-mail responses.

Proposals submitted in response to this RFP are to consider any information contained in the Q&A Document prior to submission. If any changes are made to the RFP as a result of the Q&A, an addendum to the RFP will be posted <https://wdbco.org> and <https://jfs.franklincountyohio.gov>. It is the responsibility of all Bidders and potential Bidders to check on a regular basis for responses to questions, as well as for any amendments or other pertinent information regarding the RFP.

X. Proposal Format

The proposal submission must contain the content and all necessary attachments and required documents for the following sections:

Proposal Packet	Required Documents Packet
<ul style="list-style-type: none">• Proposal Packet Cover Sheet• Proposal Packet Table of Contents Form	<ul style="list-style-type: none">• Required Documents Packet Cover Sheet
<ul style="list-style-type: none">• Proposal Program/Services Narrative Template• Proposal Attachments (Required) • Proposal Budget	<ul style="list-style-type: none">• Required Documents Packet Table of Contents Forms• All required documents and forms listed on the Table of Contents (Attached)

Proposal Packet Cover Sheet

A cover sheet has been developed to assist the Bidder in the submission of the proposal packet. The Bidder must enter their organization on this form and attach it to the front of each proposal packet. The original proposal packet must be marked "ORIGINAL." *(See Attachment B)*

Proposal Packet Table of Contents

A proposal packet Table of Contents form has been developed to assist Bidders in the submission of all proposal components. Bidders must provide correlating page numbers for each category. Page numbers assist reviewers as they evaluate proposals. A title page must be included for each document. If the document is not applicable to the Bidder, the Bidder must still include a title page and indicate the form is not applicable. *(See Attachment C)*

Proposed Services Narrative

(Each section must be fully answered)

Successful Bidders will identify the following information in their proposal:

1. Provide the organization's mission statement, vision statement and strategic goals and/or initiatives towards workforce development services.
2. Describe the organization's experience and ability to successfully manage similar size and scope projects. Include, but do not limit your response to, the scope of work; quality of work; timeliness and cost effectiveness of services; and challenges, lessons learned and successes. Your response must demonstrate that you have at least 3 years' experience of managing work activities and workforce services for eligible youth similar in the size and scope of this project.
 - a. If the organization is a current A.M.P. provider, discuss its specific performance metrics. If currently meeting the performance metrics, how will the organization continue to meet and/or exceed the required metrics? If the organization is not meeting the metrics, explain how performance from the organization will increase.
3. Explain the organization's history as it relates to working with the targeted youth population and the ability to assist this population with education and/or career advancement opportunities. This information shall include the number of youth the organization has worked with annually, and data to support placements into employment and/or post-secondary education.
4. Describe the organization's structure as it relates to the provision of workforce development services.
5. Describe the organization's approach to case management services and cite evidence-based, best practices which align with the organization's efforts leading to successful CCMEP outcomes.
 - a. Explain how the organization will ensure that youth receive access to all the required 14 Program Elements.
 - b. Identify what community partner(s) will be utilized to provide the required 14 Program Elements, and an outline of the curriculum.
 - c. Provide a curriculum for each 14 Program Element if the element will be provided in-house.
6. Describe the organizational capacity to manage the size and scope of the services identified in the

RFP. This response must include staffing and management structures or plans, and a project timeline.

- a. Staffing plan must detail the staffing structure, roles and responsibilities, and qualification of the Bidder's staff as well as the staff requirements and structure of any subcontracted partners. This should include education, career history, workforce development competencies and experience, staff position descriptions, and resumes; **(See Attachment D)**
- b. Management plan must demonstrate the overall structure of the proposed service delivery model and how that structure will be sufficiently managed. This should be inclusive of all established and proposed subcontracted relationships;
- c. Description should detail how the organization will develop and manage business relationships and successfully conduct employment placement and retention services, and list specific employers that the organization has partnered with to assist youth with obtaining employment;

- i. Describe how the organization will confirm that participant are exposed to in-demand career fields;
- ii. Identify the organization's process for ensuring that participants have career-ready resumes and effective interviewing skills;
- iii. Describe the organization's experience with providing essential skills training (customer service, time management, professional etiquette, business writing, etc.);
- iv. Include employer references related to positive placement into in demand careers.

- d. Project timeline should include but not be limited to, hiring and training, service schedules, reporting timelines and other major activities related to the operation of these services.
- e. Describe how the organization will provide services that are culturally and linguistically appropriate. Bidders must provide meaningful access to services to all eligible participants. THE ODJFS Office on Civil Rights defines "meaningful access" as: the ability to use services and benefits comparable to those enjoyed by members of the mainstream cultures. It is achieved by eliminating communication barriers and ensuring that the participant or potential participant can communicate effectively. An organization must ensure that the LEP (Limited English Proficient) individual:

- i. Is given adequate information;
- ii. Is able to understand the services and benefits available;
- iii. Is able to receive services for which he/she is eligible;
- iv. Can effectively communicate the relevant circumstances of his/her situation to the service provider; and
- v. Receives language assistance at no cost.

7. Describe the organizational capacity to meet the data collection and reporting requirements of Ohio's state-required database as outlined in the RFP. This should include, but not be limited to, processes of internal auditing, a plan of maintaining the timeline of data entry requirements and procedures to ensure that enrolled youth are being engaged monthly.

- a. Explain and provide verification of how the organization monitors and tracks performance for program participants (include systems and/or software used to track information);
 - b. Provide documentation that includes the number of participants the organization has served in the last five (5) years and how data was monitored for performance measures;
 - c. Identify how many participants the organization can successfully serve based on the data requirements.
8. Describe the organization's fiscal and administrative management systems. This description should be inclusive of an accounting system with adequate financial controls; adequacy of approved cost allocation plan; audits and fiscal monitoring reports free of findings; historically accurate and timely financial and programmatic information.
 9. Provide any additional information, not already provided, that your organization deems is pertinent for WDBCO and FCDJFS to review in consideration of this proposal.

Proposal Attachments

This section contains all required attachments (such as job descriptions, resumes, tables of organization, timelines and training materials) as well as any additional service information the Bidder chooses to submit.

Proposal Budget (See Attachment I)

This template serves as the proposal budget. This form must be used and completed fully for the proposal to be considered for review. Bidders must prepare and submit a budget which demonstrates specifically how the funds will be spent. The Bidder must use the budget format provided as no other budget format will be accepted.

The purpose of the budget is to provide an accurate representation of the actual costs that will be incurred by the Bidder to operate the proposed services. Proposed costs must be reasonable, allocable and allowable in accordance with applicable federal cost principles. Bidders will not be paid for project overruns.

The budget for the proposed services must reflect efficient administration and good management practices. Costs should be appropriate and competitive for delivery of the proposed program services. Bidders should present a sound approach to budgeting for the various aspects of program management and implementation.

Each of the additional performance metrics as identified below will account for **35%** of the total reimbursable costs of the contract in the first and second year, or an annual approximation based upon WDBCO's allocation of WIOA funds, FCDJFS' TANF funds, and the actual contract amount.

Each performance metric has been assigned a "performance success target" which is the minimum level of performance the provider must meet to be reimbursed up to 100% of their contract.

WDBCO in partnership with the FCDJFS will weigh the performance metrics performance payment pool based on their strategic importance. Additionally, WDBCO and FCDJFS will follow a payment structure based on the provider's ability to exceed the performance success targets for each performance metric as shown on **Attachment A.**

Unallowable Costs

Use of federal funds for prohibited purposes will result in the loss or recovery of those funds. Funds may not be utilized for the following:

- Advancement of political or religious points of view, fundraising or lobbying;
- Distribution of factually incorrect or deceitful information;
- Consulting fees for salaried program personnel to perform activities related to the program;
- Default debts of any kind;
- Lump sum indirect or administrative costs;
- Contributions to a contingency fund;
- Entertainment (for example paying for entertainment or food for program staff/management);
- Fines and penalties;
- Interest or other financial payments;
- Contributions made on behalf of program personnel;
- Costs to rent equipment or space owned by the funded agency;
- Inpatient services;
- The purchase or improvement of land;
- The purchase, construction, or permanent improvement of any building;
- Satisfying non-federal fund matching requirements to receive any federal funding;
- Contracts for compensation with advisory board members; and
- Costs associated with the proposal/bid development.

WIOA Funding Limitations

For any program year, no less than 75% of WIOA youth formula funds available shall be used to provide youth workforce activities for out-of-school youth. A minimum of 20% of the total local area youth formula funds must be spent on work experiences. Successful Bidder(s) will be required to follow the tracking process, included with the monthly invoice, to adequately monitor the funding obligation.

Required Documents Packet Cover Sheet

A cover sheet has been developed to assist the Bidder in the submission of the Required Documents Packet. The Bidder must enter their organization on this form and attach it to the front of each required documents packet. The original proposal packet must be marked "ORIGINAL." (***See Attachment E***)

Required Documents Table of Content Form

Bidders are required to submit several documents with the proposals. A required documents packet

table of contents form has been developed to assist Bidders in the submission of all required documents. Bidders must provide correlating page numbers for each item. Page numbers assist reviewers as they evaluate proposals. A title page must be included for each document. If the document is not applicable to the Bidder, the Bidder must still include a title page and indicate the form is not applicable. **(See Attachment F)**

Proposal Format Instructions

WDBCO and FCDJFS reserve the right to disqualify any application that does not comply with the following instructions:

- **Binder Clips** – All components of the Proposal and Required Documentation packets must be held together by ***binder clips*** at the upper left corner. No paperclips, binders, folders or any format that will make photocopying difficult will be accepted;
- **Footer** – Page numbers and name of Bidder must be included in the footer on **every** page of the proposal submission and all required documents;
- **Page Limit** – The proposal cannot exceed **10 pages**, however, can be printed on both sides (this does not include the required documents or attachments);
- **Paper Size** – All pages must be on standard 8½” x 11” letter size paper;
- **Font Size** – Must be a minimum of 11-point font;
- **Blue Ink** – All documents requiring signature must be signed in **BLUE** ink; and
- The Proposal and Required Documents must be saved onto a jump drive and included in an envelope with the Bidder’s information on front.

Bidders that do not meet all the above-referenced qualifications may be disqualified from further consideration for this award.

Proposal Submission Overview

1. Proposal Packets

Submit ONE (1) Original Packet (signatures in blue ink)

2. Required Documents Packet

Submit ONE (1) Original Required Documents Packet (signatures in blue ink) 3. Jump Drive that includes both packets

The Completed Proposal must be received by WDBCO **NO LATER THAN FRIDAY, MAY 6, 2022, at 4pm.**

The Bidder must submit the proposal by hand delivery, courier or mail to:

**Workforce Development Board of Central Ohio
Attention: Lawrence Jackson, Grants & Program Manager
1650 Lake Shore Drive, Suite 110
Columbus, Ohio 43204**

Proposals CANNOT be submitted by facsimile or other telecommunication or electronic means.

Proposals submitted or delivered after the specified timeline will NOT be accepted.

Bidders assume the risk of the method of submission chosen. WDBCO assumes no responsibility for delays caused by any delivery service. Postmarking by the due date will not substitute for actual proposal receipt. Hand delivered proposals may be delivered ONLY between the hours of 9:30am and 4:00pm Monday through Friday, excluding holidays observed by WDBCO. **Bidders planning to hand-deliver its proposal will need to contact Lawrence Jackson for any date other than the final submission date.**

Proof of delivery includes either of the following: dated receipt from WDBCO or a dated invoice/receipt from a commercial courier.

NO EXTENSIONS OF TIME WILL BE GRANTED

Proposals will be reviewed as received and **must be complete** at the time of submission. All proposal submissions and accompanying documents will become the property of WDBCO and will not be returned. All documents submitted to WDBCO as part of the proposal become public information if a contract is approved and will be available for review and inspection to anyone submitting a request to do so. WDBCO does not encourage the submission of confidential or proprietary information in response to this RFP. The submission of a proposal will be considered by WDBCO as constituting an offer to perform the program services indicated for the stated program costs.

XI. Proposal Review and Evaluation

The review process will be conducted in three (3) parts: Technical Proposal Review, Committee Proposal Review and Evaluation, and Administrative Review.

Technical Proposal Review

This review examines the proposal submission to ensure it meets the minimum qualifications specified in this RFP. Points are assigned to major sections of the proposal submission. Proposal submissions are scored accordingly. Submissions that are missing pages or documents or have incomplete information will have points deducted. Proposals missing complete sections of the proposal packet (i.e.: service narrative, budget, required documents, or attachments) will be deemed unresponsive.

A proposal must meet the minimum conditions and requirements to be reviewed:

- Attendance at the Mandatory Bidder's Conference;
- Submission of the Mandatory Executive Summary by the specified deadline; • Submission of a complete and accurate Proposal Packet (including the Budget) by the specified deadline in the format specified by this RFP; and
- Submission of complete and accurate Required Documents Packet by the specified deadline in the format specified by this RFP; and

A proposal that is submitted that does not meet the minimum conditions and requirements will be deemed non-responsive and will not be reviewed.

Committee Proposal Review and Evaluation

All proposals meeting the requirements stated above will be reviewed, evaluated and rated by a Review Committee composed of WDBCO staff, FCDJFS staff and/or other relevant volunteers if

necessary.

Proposal submissions must meet all qualifications and format specifications as stated in this RFP and include all required attachments and documents. Evaluation points will be deducted if these requirements are not met, or the submission may be deemed unresponsive. If major sections of either packet (Proposal or Required Documents) are missing, incomplete or inaccurate the submission will be scored accordingly or may be found to be unresponsive and disqualified from further review.

The Review Committee shall review all qualified proposals using a standard proposal evaluation rating document. Proposals will be evaluated on the following criteria:

- Organizational Capacity
- Technical Requirements
- Employer-Provider Partnerships
- Target Populations & Neighborhoods
- Administration of Services
- Staffing & Administration
- Budget/Budget Narrative

During this process an Audit Team will conduct a fiscal and audit review. The following documents will be reviewed and scored for inclusion with the Review Committee Score:

- Internal Questionnaire;
- Risk Assessment;
- Bidder's most recent audited financial statement; and
- Budget

Proposals lacking sufficient detail, poor organization and/or lack of proofreading will be evaluated accordingly.

Bidders should not assume that members of the Review Committee are familiar with any current or past work that Bidder may have completed with either WDBCO or FCDJFS. Review Committee members are required to sign disclosure forms to establish that they have no personal or financial interest in the outcome of the bid review and selection process.

The Review Committee will evaluate each proposal, as submitted, against the criteria specified in the RFP. The Review Committee may consider Bidder's previous contractual performance with WDBCO and/or FCDJFS, as well as Bidder's experience in administering similar services. This information will be based on factual data and provided in writing.

If it is deemed necessary, Bidders may be required to provide oral presentations to further evaluate the proposal.

XII. Considerations

The WDBCO and FCDJFS reserve the right to award a subaward agreement in the manner deemed to be in their best interest. This RFP DOES NOT constitute an offer. Acceptance of proposals for review does not commit the WDBCO or FCDJFS to grant a subaward agreement. WDBCO and FCDJFS reserve the right to cancel, amend, modify or otherwise change this RFP at any time, if deemed in the best interest to do so. Further, WDBCO and FCDJFS may seek the retraction and/or clarification of any discrepancy or contradiction that may be discovered during the proposal review process.

Bidders are responsible for ALL costs and expenses incurred in the preparation and/or presentation of proposals. These costs and expenses CANNOT be included in the budget submitted for services.

Erroneous Awards

WDBCO and FCDJFS reserve the right to correct inaccurate awards. This may include, in extreme circumstances, revoking the award of a contract, and subsequently awarding said contract to another Bidder. Such action on the part of WDBCO and FCDJFS will not constitute a breach of contract.

Ownership of Subsequent Products

Any product, whether acceptable or unacceptable, which may be developed under any contract that may be awarded as a result of this RFP, shall be, and remain, the sole property of the lead agency – FCDJFS – unless otherwise stated in the contract.

Oral Agreement or Arrangements

Any alleged oral agreements or arrangements made by the Bidder with any WDBCO or FCDJFS staff, or Franklin County representative is not binding and will accordingly not be considered during the evaluation process or subsequent awarding of a contract.

Reservation of Rights

WDBCO and FCDJFS reserve the right, in their sole and absolute discretion, to accept or reject, in whole or in part, any or all proposals with or without cause. WDBCO and FCDJFS further reserve the right to waive any irregularity or informality in the RFP process or any proposal, and the right to award a contract to a Bidder that may not be the lowest Bidder. WDBCO and FCDJFS reserve the right to request additional information from any or all Bidders. WDBCO and FCDJFS reserve the right to negotiate with the Bidders concerning their proposals. In the event a Bidder's proposal is accepted by WDBCO and FCDJFS and the Bidder asserts exceptions, special considerations or conditions are acceptance, WDBCO and FCDJFS, in their sole and absolute discretion, reserve the right to reject the proposal and award the contract to another Bidder. WDBCO and FCDJFS reserve the right to make modifications to the scope of work once a contract is in effect as deemed necessary to remain in compliance with funding, operational, programmatic or policy rules and regulations. WDBCO and FCDJFS reserve the right to negotiate program services and costs on any and all proposals or to cancel this RFP in part or in its entirety.

Release of Claims

Each Bidder, by submitting their proposal, releases the WDBCO and FCDJFS from any and all claims arising out of, and related to this RFP process and selection of a contractor.

Collusive Bidding

The Bidder certifies that its proposal is made without any previous understanding, agreement or connection with any person, firm, or corporation making a proposal for the same service, and is in all respects fair, without outside control, collusion, fraud or otherwise illegal action.

Exceptions

Any exceptions to the terms and conditions contained in this RFP or the form of any subsequent

contract entered to by the parties, or any other special considerations or conditions requested by the Bidder MUST be specifically enumerated by the Bidder and be submitted as part of its proposal, together with an explanation as to the reason such terms and conditions of the RFP or resulting contract cannot be met by, or, in the Bidder's opinion, are not applicable to, the Bidder. The Bidder shall be required and expected to meet the specifications and requirements as set forth in this RFP and resulting contract in their entirety, except to the extent exceptions or special considerations or conditions are expressly set forth in the Bidder's proposal, and those special considerations or conditions are expressly accepted by WBDCO and FCDJFS. All pricing factors must be clearly indicated in the Bidder's proposal/budget.

Litigation and Regulatory Proceedings

The Bidder must supply a list of any litigation or regulatory proceedings the Bidder may have been party to, and/or involved in, during the previous five (5) years, within the State of Ohio and within whichever State the Bidder does most of their work, if not Ohio. Provide only information that may have involved contract disputes and/or negligent actions involving: (1) any entity in which the Bidder has been a service provider; (2) issues as to the supplies, equipment or services similar to those requested in this RFP; (3) noncompliance of the Bidder's reporting or documentation requirements, alleges poor working conditions of the Bidder and/or unlawful employment practices under the Occupational Safety and Health Act, Title VII or other applicable state and federal laws; or (4) any suits whereby an employee of the Bidder was found to have mistreated customers in any manner. Workers Compensation and unemployment proceedings are not included in this requirement.

XIII. Notification of Intent to Negotiate Terms of Contract/Subaward WBDCO and FCDJFS will notify all Bidders the status of the submitted proposals at the completion of the review process. The Bidder(s) whose proposal(s) was recommended will be notified of this decision and will be contacted by WBDCO and/or FCDJFS staff to negotiate the final terms and conditions of the contract. All contracts are contingent upon the approval of the Workforce Development Board and the Franklin County Board of Commissioners. The proposed contract is not valid and legal until it has been approved and executed, in signature, by the President and CEO of WBDCO and the Franklin County Board of Commissioners. Approval and continuation of a contract for these services is contingent on the availability of federal, state and local program funds and the continued authorization of funds under current legislation and the performance of the Recipient.

Bid selection DOES NOT guarantee that a contract for services will be awarded. In the event that negotiations fail with the Bidder, issues arise during negotiations, or the WDB and/or Franklin County Board of Commissioners does not approve the contract of the Bidder, WBDCO and FCDJFS reserves the right to terminate the negotiation process. If this happens, WBDCO and FCDJFS, reserves the right to: (1) select another Bidder that responded to the RFP, (2) cancel the RFP or (3) re-issue the RFP.

The Bidder may neither perform work nor submit an invoice for payment for work performed under this RFP for any time period prior to contract approval by all applicable parties. This includes any costs associated with proposal development.

XIV. Protest

Bidders who have submitted a proposal may protest the award of the contract, setting forth both factual and legal grounds for the protest. The basis of the protest must be in violation of a state or federal contracting law, rule or regulation which is applicable to the contracting process. The protest shall be in writing and shall contain the following information:

1. The name, address, telephone number and email address of the protester;
2. The

name of the RFP being protested;

3. A detailed statement of the legal and factual grounds for the protest, including copies of relevant documents;
4. A request for ruling by WDBCO and FCDJFS;
5. A statement as to the form of relief requested from WDBCO and FCDJFS, and any other factual and legal questions at issue in the written protest.

During any part of the review or consideration, the protester may be asked to clarify statements, or to provide proof of claims or other statements. Any such requests must be fully responded to within a reasonable time designated by the WDBCO and FCDJFS. In the event a protester fails to respond, the protester will be dismissed and no further protest will be accepted relative to the specified RFP.

Protests shall be filed no later than 5pm EST on the seventh (7) calendar day after the issuance of formal letters sent to proposers regarding WDBCO and FCDJFS' intent to make an award. The date of the letter(s) responding to proposers is the date used to determine if a protest regarding the intent to award is submitted by the end of the protest period.

Protests must submit a **written** copy to the attention of:

Lisa Patt-McDaniel, President & CEO
WDBCO
1650 Lake Shore Drive, Suite 110
Columbus, Ohio 43204

WDBCO and FCDJFS will review the protest, shall issue written decision on all timely protests and shall notify any proposer who filed and untimely protest. The written response shall be the protest ruling and is intended as a complete and final answer to the protest.

Helpful Links

[ODJFS CCMEP Manual](#)

[ODJFS CCMEP Q&As](#)

RFP Attachments

- A. Pay-for-Performance Model
- B. Proposal Packet Cover Sheet
- C. Proposal Packet Table of Contents
- D. Narrative Header: Organizational Information
- E. Required Documents Packet Cover Sheet
- F. Required Documents Packet Table of Contents
- G. Delinquent Personal Property Tax Affidavit H.
- Conflict of Interest Disclosure Form I. Budget Template

Attachment A: Out-of-School Youth Provider Performance

WIOA Common Measures

United States Department of Labor (USDOL) establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of programs, including Adult,

Dislocated Workers and Youth programs. Bidders are primarily responsible for meeting and/or exceeding all performance metrics established by USDOL, Workforce Development Board of Central Ohio (WDBCO), and the Franklin County Department of Job and Family Services (FCDJFS).

Area 11 places a higher emphasis on performance outcomes; therefore, the selected provider must ensure that each performance quarter, their performance meets or exceeds the PY21/22 expected performance levels.

WIOA Common Measures	Area 11 Negotiated Standard
Achieve More and Prosper (AMP)	
Employment, Education, or Training 2 nd Quarter After Exit	67.0%
Employment, Education, or Training 4 th Quarter After Exit	65.0%
Median Earnings 2 nd Quarter After Exit	\$2,300
Credential Attainment	50.0%
Measurable Skill Gain	37.0%

Failure to Perform on WIOA Common Measures

If the provider fails to perform according to the agreement, the WDBCO and/or FCDJFS will notify the provider. If there is a continued lack of performance on the same measure for two quarters in a row, the WDBCO and/or FCDJFS may declare the provider in default, and this shall require a progressive corrective action plan approved by WDBCO and/or FCDJFS.

Failure to successfully implement the progressive corrective action plan and improve performance may result in a material breach of contract. Once there is a material breach of contract, WDBCO and/or FCDJFS reserve the right to terminate the contract.

Pay-For-Performance

To ensure continued system improvement, improved outcomes, and effective use of tax dollars, WDBCO and FCDJFS seek to leverage a *Pay-For-Performance* structure for the **2022-2024 Achieve More and Prosper Youth Employment Program**, wherein contractors or sub-recipients receive portions, or all of their reimbursable costs based on their program's success or outcomes.

Additionally, the WDBCO and FCDJFS have established additional performance metrics that include the following:

Career Services/Training Services

Customers engaged with WIOA services and training

- Youth Employed in a High Priority Occupation, post-secondary education, or Military
- Youth Earning \$15 or over
- Youth who complete work experiences in their career pathway
- Youth that enters an apprenticeship
- Youth that successfully complete or starts a pre-apprenticeship
- Successful Individual Training Account (ITA) Completions
- Out-of-School youth without a high school diploma or equivalent that obtain a high school diploma or equivalent

Pay- For-Performance: Achieve More and Prosper (Out-of-School Youth)

Each of the additional performance metrics as identified below will account for **35%** of the total reimbursable costs of the contract in the first and second year, or approximately **\$X annually** (determined by WDBCO's allocation of WIOA funds, FCDJFS TANF funds, and the actual contract amount).

Each performance metric has been assigned a "performance success target" which is the minimum level of performance the provider must meet in order to be reimbursed up to 100% of their contract.

WDBCO in partnership with the FCDJFS will weigh the performance metrics performance payment pool based on their strategic importance. Additionally, WDBCO and FCDJFS will follow a payment structure based on the provider's ability to exceed the performance success targets for each performance metric as shown below.

Performance Metric	Performance Success Target	Performance Payment Pool
Career Services	1 Year Goal	35%
AMP		
Youth Employed in High Priority Occupation, post-secondary education, or the military	75%	5%
Youth earning over \$15/hr	70%	5%
Youth who complete work experiences in their career pathways	70%	5%
Youth that enters an apprenticeship	5%	5%
Youth that successfully complete or starts a pre-apprenticeship	5%	5%
Successful Individual Training Account Completions	80%	5%
Out-of-School Youth that obtain a High School Diploma or equivalent	70%	5%

Note: Although these performance metrics do not directly align to each WIOA common measure, accomplishing one or all of them will positively impact them.

Required Performance Reporting: State-Required Database

The provider assumes responsibility to submit all reports, forms, and data as required by the Ohio Department of Job and Family Services (ODJFS) WDBCO, and FCDJFS utilizing the state-required database. The subrecipient will:

- Utilize the state required as the system of record is a strict requirement for this program.
 - The state of Ohio, WDBCO, and FCDJFS use this system to monitor performance, expenditures, and compliance.
 - Anything that is invoiced that is not documented in the system will be removed from the invoice until it is properly entered into the state-required database.
 - Failure to properly, completely, and timely enter information and documentation into the state-required database will delay or deny payments.

Schedule: Year 1

Enrollment and Service Delivery – July 1, 2021 – June 30, 2022

Performance Validation – Reconciliation

Definitions

Apprenticeships – Apprenticeship is a combination of on-the-job training and related technical instruction. A student must be at least 16 years of age except where a higher minimum age standard is required by law. An apprenticeship program must be registered with The Ohio Apprenticeship Council to teach a skilled occupation pursuant to a registered apprenticeship agreement.

Apprenticeship is limited to skilled occupations and trades that meet basic criteria through On-the-Job (OJT) Training and Related Technical Instruction (RTI).

Apprentice occupations are:

- Customarily learned in a practical way through a structured, systematic program of on-the-job supervised training supplemented by related technical instruction;
- Clearly identified and commonly recognized throughout an industry; and
- Involve the acquisition of manual or technical skills and knowledge. There are currently over 950 occupations that have been recognized as apprentice occupations are continually being added to the list.

Apprenticeship is a highly desirable form of training for workers because it is learning job skills while earning an income, wage progression, and a widely recognized and portable certificate of completion and proficiency.

Apprenticeship programs are operated by both the public and private sectors. Employers, employer associations and labor-management committees sponsor and operate apprenticeship programs. Apprenticeship sponsors typically pay the training costs, although some financial incentives and assistance may be available.

Related instruction is commonly provided in the classroom, but other types of instruction, such as on-line learning and individualized instruction are also permitted. Federal rules recommend that apprentices complete at least 144 hours of related instruction per year, which many apprenticeship programs choose to require. In many apprenticeship programs,

the related instruction can also lead to a college degree, thereby providing the individual with an opportunity to earn both academic and occupational credentials simultaneously. Companies usually hire apprentices for skilled work (e.g. welding, precision machines) and expect the apprentice to work for them as a full-time employee after the apprenticeship.

An apprentice is someone who:

- May or may not be in school;
- knows what type of career pathway he/she wants to pursue;
- Is almost always paid; and
- Works (longer term than other work-based learning) side-by-side with expert employees on typical project work or in on-the-job training.

Career pathway - A combination of rigorous and high-quality education, training, and other services that:

- Aligns with the skill needs of industries in the economy of the State or regional economy involved;
- Prepares an individual to be successful in any of the full range of secondary and postsecondary education options, including apprenticeships;
- Includes counseling to support an individual in achieving the individual's education and career goals;
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the education and career advancement of the individual to the extent practicable;
- Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

High Priority Occupation - An occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy as determined by the State and local boards. The list of Ohio's top jobs can be found ([Here](#)) WDBCO and FCDJFS will determine the local high-priority occupations each contractual year.

Pay-for-performance (PFP) - An AMP Pay-for-Performance (PFP) contract strategy is a specific type of performance-based contract strategy that places a higher emphasis on performance outcomes and drives better results.

Postsecondary school - Any schooling that follows graduation from high school or completion of high school equivalency, including community colleges, four-year colleges and universities, and technical and trade schools.

Performance Metric - Parameters established to gauge whether or not a program is reaching the desired results.

Performance Payment Pool - The maximum amount of funds allocated to a specific performance metric.

Performance Success Target - The desired level of performance that the WDBCO and FCDJFS have identified as contract performance. The targets also represent success at achieving the long and short-term outcomes established by the WDBCO and FCDJFS.

Pre-apprenticeship programs - Programs or set of strategies designed to prepare individuals to enter and succeed in Registered Apprenticeship programs and have a documented partnership with at least one, if not more, Registered Apprenticeship programs.

Registered apprenticeship program - A program meeting Federal and State standards of job preparation that combines paid on-the-job training and related instruction to progressively increase workers' skill levels and wages.

Work experience - A planned, structured learning experience that takes place in a workplace for a limited period of time. Work experiences may be paid or unpaid.