WORKFORCE MIDSOUTH
GREATER MEMPHIS LOCAL WORKFORCE DEVELOPMENT AREA
Serving Shelby, Tipton, Fayette, and Lauderdale Counties

REQUEST FOR PROPOSAL (RFP)
FOR
COMPREHENSIVE YOUTH SERVICES PROGRAM
(PY 2020 - PY 2023)
Funds Available Under Workforce Innovation and Opportunity Act of 2014

Submit Proposals under this Request to:
Workforce Midsouth, Inc.
Attn: Julienne Watkins
80 Monroe Avenue, Suite 300
Memphis, Tennessee 38103

For clarification of this solicitation, contact:
Julienne Watkins, Compliance Manager
jwatkins@workforcemidsouth.com

The American Job Center is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. TTY: (800) 848-0299.
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SECTION I

GENERAL INFORMATION
SECTION I: GENERAL INFORMATION

For background and laws that govern youth programs under the Workforce Innovation and Opportunity Act of 2014 (WIOA), visit www.doleta.gov for details.

A. Announcement
Workforce Midsouth, Inc. (WMS) serves as the administrative entity for the Greater Memphis Local Workforce Development Area. WMS, GMLWDA, is soliciting proposals from interested and qualified agencies, employers, schools, and colleges, public or private corporations, community-based organizations, faith-based organizations, governmental units, and others to operate one or more academic youth programs (“Youth Program”), under the Workforce Innovation and Opportunity Act of 2014 for youth living in Shelby, Tipton, Fayette, and Lauderdale Counties. The term of the contract for services is December 1, 2020, until June 30, 2023. Proposals are being solicited for two types of youth program services:

- Career LEAP - In-school youth programs (Youth ages 16-21)
- Career Launch - Out-of-school youth programs (Youth ages 16-24; 65% of the funds for youth programs will be this type)

Please note: WMS, GMLWDB, in an effort to ensure consistency of services across the region, individual provider names will not be acceptable. As mentioned above, Career LEAP will represent ISY program and Career Launch will represent the OSY program.

Respondents may submit separate proposals for one or both of the above program areas. The types of youth programs should be such that the program satisfies the RFP Program Descriptions & Requirements Guide (Attachment A-2) while taking into consideration the Youth Program Elements (Attachment B-2) and the Performance Measures Guide (Attachment C-1). These documents are located in Section IV, Attachments.

The goal for the use of these funds under this Request for Proposals (RFP) is to help local youth attain the education and employability skills necessary to find a job, keep a job, and advance in the local workforce market. Local labor Market needs are defined by GMLWDA’s Board. Currently, those needs are defined as the education and employability skills necessary to find a job, keep a job, and advance in the workforce in the following business sectors: advanced manufacturing, health care, logistics/transportation, and business services. The direction that the GMLWDA Board is taking closely aligns its efforts to develop its labor pool with the national focus toward S.T.E.M. (Science, Technology, Engineering, & Math). Funds will support youth programs and services that connect academic and occupational skills, equipping youth for a prosperous career in a healthy community.

B. Funding Authority
Funding is available under the Workforce Innovation and Opportunity Act of 2014(WIOA), which provides the framework and the funding for a national workforce preparation and employment system.

The estimated allocation available for GMLWDA’s Youth RFP is $1,875,000 for PY 2020 - PY 2023.

Under the title of Career Launch, a minimum of 65% of the GMLWDA youth allocation must be used to provide activities to out-of-school youth as defined by WIOA. But there are no prescribed
enrollment limits for either in- or out-of-school youth. This minimum percent may be changed by WIOA and the State of Tennessee regulations during this RFP process without notice to Respondents. As such, WMS will make sure the selection of Respondents reflects the final position of WIOA and the State of Tennessee as it relates to minimum expenditures that must be used to provide activities to out-of-school youth as defined by WIOA.

C. Pre-proposal Conference and Questions
A Pre-proposal Conference, which all potential Respondents are strongly encouraged to attend, will offer all Respondents the opportunity to ask and submit questions. At the Pre-proposal Conference, the WMS staff will discuss the content of the RFP.

For Respondent’s convenience, one (1) Pre-proposal Conferences will be held on September 15, 2020, at 10 am CST by Tele-Conference:

Teleconference #: 866.528.2256
Access Code: 9068750
Host Password: 2420

All answers to questions from the Conference will be shared via email. Respondents shall submit all written questions or concerns related to this RFP by email, identified in the subject line as “WMS Comprehensive Youth Services Program RFP” to jwatkins@workforcemidsouth.com no later than 5 p.m. (CST) on September 22, 2020. The individual identified above is the sole contact person for any inquiries or information relating to this RFP. Respondents shall not, under any circumstances, contact any other WMS employee or agent (including management or employees with whom Respondent has an existing business or personal relationship) to discuss this RFP. Utmost discretion is expected from Respondents and all RFP recipients. Violation of this procedure may be grounds for disqualification of the Contractor from further participation in the proposal process.

To ensure the fair and consistent distribution of information, all questions will be answered by a Question-and-Answer (Q&A) document that will be shared via email by 5 pm (CST) on September 29, 2020. The only official answer or position will be sent via email.

D. Submission of Proposals
1. General

- To be considered for funding, Respondent must submit one (1) bound original, one (1) USB drive, and three (3) copies of the proposal no later than 5 pm CST on October 13, 2020:

  Workforce Midsouth, Inc.
  Attn: Julienne Watkins
  Compliance Unit
  80 Monroe Avenue, Suite 300
  Memphis, Tennessee 38103

- Each proposal must identify which one of the program services it is being submitted for and which County the Respondent is submitting for services. See Section IV, Attachment A-1.
• The package containing the original, USB drive, and copies must be sealed and marked with the Respondent’s name and Comprehensive Youth Services Program (PY 2020 - PY 2023).

• All proposals must be signed by an authorized representative of your organization and be submitted in the manner set forth in this RFP. Timely submission of proposals is the sole responsibility of the Respondent. Proposals will be accepted via U.S. mail, overnight delivery, or in person. Postmarks will not be accepted in lieu of the receipt date. Facsimile or electronically transmitted proposals will not be accepted. Late, incomplete or nonconforming proposals will not be considered.

2. Proposal Presentation

All proposals must follow and comply with the presentation requirements specified in this solicitation. Proposals that do not conform to these requirements will be declared non-responsive and will not be considered for an award from WMS.

• Number all pages, i.e. # of #, of the proposal, except for the Application for Funding Form cover page (see Attachment A-1). Include the name of the submitting organization at the top right corner of each page.

• Comply with the page limits stated in the RFP. Please note that required attachments, graphics, forms, or extra materials that are not included in the page count are limited to the page numbers provided in Section II [Proposal Package (II-F)]. A proposal will be considered non-responsive if it exceeds the page limit requirements indicated in the RFP.

• Follow the general numbering and headings suggested herein.

• Prepare the proposal on 8.5” x 11” plain white paper, typed, 12 pt. font, and double-spaced, with 1” top, bottom, and side margins.

• The proposal must include all sections and instructions as specified in Section II, Proposal Package.

3. Proposal Format

Proposals must be in the form of a proposal package in which the content must be submitted in the following sequence and format specified in Section II, Proposal Package.

E. Contract Award

One or more contracts may be awarded under this RFP, in accordance with Section II, Proposal Package. Actual awards and amounts are subject to the availability and appropriation of WIOA Title I Youth funds. Unless otherwise changed by WMS, services under the anticipated contract will commence on December 1, 2020, and end on June 30, 2023, subject to the availability and appropriation of funds.

Based upon funding availability and contractor performance under the first contract period and, where applicable, any similar contract with WMS within the past two (2) years, WMS reserves the option, at its sole discretion, to extend or renew the contract for an additional year, with re-negotiation to be initiated by WMS before the expiration of the first contract period.

Award of contract(s) will be made on the basis of Section I (G) – Evaluation of Proposals and any other criteria deemed necessary, such as performance history, recommendations, etc., as determined by WMS, which meet the requirements and criteria set forth in this solicitation. WMS may fund all or part of a proposal, and will only accept proposals for the services requested herein.
The proposal submitted in response to this solicitation is not a legally binding document; however, the contents of the proposal(s) of the successful Respondent(s) will become contractual obligations and failure to accept these obligations in a contractual agreement may result in cancellation of the award. WMS staff will negotiate and execute contracts with the Respondent(s) approved for funding. These discussions will take place after final funding approval and may include such items as budget, cost, program design, service levels, location, target populations, projections, and clarifications. The successful Contractor(s) shall execute the contract originated by WMS and satisfy all contract requirements, including the insurance requirements.

Actual funding available under this RFP is determined by WMS’s allocation of formula youth funds from the State of Tennessee Department of Labor and Workforce Development. Interested parties may submit responses for all or a portion of the funds identified. The available funds will be apportioned among WMS’s service areas which include Shelby, Tipton, Fayette, and Lauderdale Counties. In addition, the following strictures apply to WMS for the aggregate of all applications:

**Contractor’s Administration costs allocated to this funding source shall not exceed 10% of the amount funded.**

**F. Procurement Timeline**

<table>
<thead>
<tr>
<th>Step</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
<td>A.</td>
<td>Release RFP</td>
</tr>
<tr>
<td>B.</td>
<td>Pre-Proposal Tele-Conference</td>
</tr>
<tr>
<td>C.</td>
<td>Questions Due</td>
</tr>
<tr>
<td>D.</td>
<td>Q&amp;A sent via Email</td>
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<tr>
<td>E.</td>
<td>Proposals Due</td>
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<tr>
<td>F.</td>
<td>Tentative Date for</td>
</tr>
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<td></td>
<td>Notification of Award</td>
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<tr>
<td>G.</td>
<td>Tentative Start Date for</td>
</tr>
<tr>
<td></td>
<td>Contract</td>
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**G. Evaluation of Proposals**

All proposals will be subject to a standard review process developed by WMS. The primary consideration shall be the effectiveness of the agency or organization in the delivery of comparable or related services based on demonstrated performance. While cost may not be the primary factor in the evaluation process, it is an important factor. The selection of a proposal for a contract award will be made through a three-phase process, in which proposals will be reviewed, scored, and ranked.

Phase I: WMS staff will conduct an initial review of proposals to determine their completeness and adherence to the RFP specifications. Proposals not conforming to the specifications or with missing elements will not be submitted to the Proposal Review Committee for evaluation. Respondents must meet the requirements as stated in the Minimum Contractor Requirements as outlined in the RFP, Section IV (B).

Phase II: A Proposal Review Committee will evaluate all proposals passing the Phase I Review. Individuals selected to evaluate proposals and make funding recommendations will follow federal, state, and local guidelines. As a result of the Phase II evaluation of proposals, finalists will proceed to Phase III.

Phase III: The Proposal Review Committee will present recommendations to the WMS Board, who will make all final funding decisions.
WMS staff will execute contract(s) with the contractor(s) approved for funding. Discussions with the contractor(s) can occur after final funding approval and may include such items as budget, cost, program design, service levels, location, target populations, projections, and clarifications.

The success of the proposed program will rest principally on the perceived viability of the program design presented in the proposal. Proposals will be evaluated on the following criteria. The numbers in parenthesis indicate the maximum point value for the category.

- ORGANIZATION AND QUALIFICATIONS 5 POINTS
- POPULATION TO BE SERVED AND CHALLENGES 10 POINTS
- PLAN AND IMPLEMENTATION 15 POINTS
- ACTIVITIES 15 POINTS
- PROGRAM ELEMENTS 15 POINTS
- PERFORMANCE MEASURES 15 POINTS
- STATEMENT OF FINANCES 5 POINTS
- COST PER PARTICIPANT 20 POINTS

**TOTAL MAXIMUM POINTS: 100**

**F. Appeals Process**

The appeal process consists of two levels: a debriefing and an appeal. The first level, debriefing, must be requested in writing within five (5) business days of notification in writing of a non-award.

Debriefing requests must be sent to:

Julienne Watkins, Compliance Manager
Workforce Midsouth, Inc.
80 Monroe Avenue, Suite 300
Memphis, Tennessee 38103

In a debriefing, the discussion is limited to a critique of the proposal (i.e., specific information as to the strengths and weaknesses of the submission). A comparison between proposals in the same grouping or evaluations of other proposals will not be considered.

The second level, an appeal, must be sent in writing by first class U.S. Mail, return receipt requested, or a nationally recognized overnight delivery service, within five (5) business days of the debriefing.

Appeals must be sent to:

Brandee Davis, Director of WIOA Programs
Workforce Midsouth, Inc.
80 Monroe Avenue, Suite 300
Memphis, Tennessee 38103

An appeal must show that a substantial portion of the RFP process has not been followed by WMS. Only appeals that cite the specific sections of the RFP that are being challenged will be considered. Differences of opinion regarding the merits of the proposals recommended for funding are not grounds for submitting an appeal. An appeal must identify an issue of fact concerning a matter of
bias, discrimination, conflict of interest; non-compliance with the solicitation; or violation of local, State, or Federal law. Appeals not based on those reasons stated above will be unilaterally rejected.
SECTION II

PROPOSAL PACKAGE
PROPOSAL PACKAGE

The proposal shall be prepared in compliance with the General RFP Terms and include the components specified below.

The body of the proposal is composed of the Proposal Narrative and Statement of Finances. Together these parts give reviewers a clear, detailed picture of the design and cost of the program, activity or service, the anticipated outcomes, and the provider’s capability of delivering the program being proposed. The proposal must be presented in the following sequence. Respondents should stay within the categories, and use the same headings and order under this outline. Respondents should not exceed the page limit set forth below for each item.

Provide a detailed description of the proposal being made. The proposal must address but is not limited to, how the Respondent will address all items in the Program Descriptions & Requirements (Attachment A-2).

Provide a written response to each section below. Your responses will be reviewed and scored according to the evaluation criteria. All proposals will be reviewed for demonstrated capacity to provide the services/activities sought through this solicitation. Applicants are advised to present concise and well-articulated responses to all areas of the application. Program designs should include all required program services as outlined in this document and present realistic strategies to ensure the attainment of the WIOA primary indicators of performance. Supporting documents, agreements, forms or other evidence may be included separately as attachments to the narrative section.

For further information, consult the Checklist at the end of this Section. The number in parenthesis indicates the maximum number of pages for the applicable section. The percentage, i.e., % of points indicates the maximum percentage of % points allowed for the applicable section.

I. Proposal Narrative. The proposal narrative is not to exceed 25 total pages, excluding graphics and specialized attachments. Please note that required attachments, graphics, forms, or extra materials that are not included in the page count are limited to the page numbers provided in Section II [Proposal Package (II-F)]. A proposal will be considered non-responsive if it exceeds the page limit requirements indicated in the RFP.

Each section of the proposal below notes how many pages in parenthesis the Respondent is not to exceed for that section. Also, the maximum evaluation points for each section are given.

1. Proposal Summary (1)
Address the following areas: (use the headings in bold)
   a. Your Organization and its mission; your program and how it fits within your organization’s mission
   b. Statement of Work
   c. Goals of the program
   d. A summary of the Services and Activities
   e. The total amount of Funds Requested
   f. Targeted Group(s) you are applying to serve
   g. Total Number of youth to be served (Specify the proposed number of new and carryover participants)
2. Organization and Qualifications (3); 5% of points
Describe your organization: its mission, goals, activities, accomplishments, and expertise. Identify the number of years that your organization has been in business under the present name, as well as related prior business names.

Describe the organization’s experience and success in delivering services in similar programs and/or to similar populations. Provide detailed information regarding your organization’s experience contracting with federally-funded agencies for the same or similar services. Include current and past contracts that were in effect within the last five (5) years. Specify whether such contracts are currently in effect, were successfully completed, or were terminated prior to completion. Include the following information for each contract: contract type (description of services/training provided); contract period; contract amount and the amount received; name and address of agency with which contracted; agency contact person and phone number; and reason for termination. If none, state such.

Describe partnerships or programs in the community (e.g., education, training, etc.) that will assist with the successful delivery of the services.

Describe the organization’s staffing plan and include an organizational chart. The organizational chart should provide a clear and detailed depiction of the structure of the organization, denote the specific department within the organization that will be responsible for the implementation of the program, and depict lines of authority within the organization. The chart should also depict supporting departments within the organization (e.g., Accounting Department). Job titles on the organizational chart should match those in the Budget and Budget Narrative. Include positions and participant ratios. List the Career Advisors to participant ratio and/or case manager to participant ratio, as appropriate. Caseloads should be evenly split between Career Advisors. Justification will need to be supplied to exceed or decrease this ratio and staff areas of responsibility as related to the outlined program. Attach a job description (in your Checklist) for each position to be funded, in whole or in part, by this program. Explain the duties and time commitments of all project-funded staff to support the proposed program. Explain the staff’s commitment/percentage of time to other efforts, in addition to the youth program.

For those positions already filled, attach a current resume of the staff person serving in such capacity (in your Checklist). Indicate the percentage amount of the position’s total work time to be devoted to this program. For supervision attach an organizational chart with supporting narrative, showing the lines of authority and responsibility related to the program. Include direct program staff, supervisor(s), manager(s), and administrative support staff, and percent of time charged by each to the related WIOA program.

Describe the facility or facilities where the program is to be principally operated (central office and all training sites); include size (in square feet), geographic location, accessibility, and any special features relevant to the program.

3. Population to be Served and Challenges (1); 10% of points
Describe the problems faced by your clients. Identify your target population and explain the challenges and barriers that they will have to overcome in order to succeed. Use local
data, address problems specific to the youth you will serve and the area they live. These problems and challenges must be addressed in your goals, objectives, and activities.

4. Plan and Implementation (6); 15% of points
Present a flowchart or other structural graphic of the proposed services and activities. Indicate the work of your organization, any partners, and WMS. Further, explain how the youth program will provide each component of the Program Descriptions & Requirements (Attachment A-2).

Program Priorities (2)
The following three areas are goals specific to GMLWDA in our efforts to give youth the tools to build their world and strengthen their communities. Describe your efforts or activities in these areas if they apply.

Priority 1: Collaborations and Partnerships
Describe existing relationships that the organization may have with area employers. Describe how these connections will be used to benefit youth in the program. Describe existing relationships with community-based groups or entities and agencies that may provide services or activities to youth in your program. Attach three (3) support letters or MOUs to document agreements and activities.

Priority 2: Targeted Populations
Outreach and recruitment are crucial elements to the success of a proposal. Describe outreach and recruiting methods to special groups such as ex-offenders, dropouts, young adults with interaction with the foster care system within the last 6 months, the homeless, pregnant or parenting youth, and youth with disabilities. Tell us your experience with targeted clients, special program features, and performance expectations. Detail the extent of your efforts in this regard (i.e., what percentage of youth from these groups will you serve)?

In addition, employers are a population we are trying to serve. Tell us how you plan to reach out to connect these young adults to employers? How do you plan to recruit business partners?

Priority 3: Career Pathways
Demonstrate how the organization creates pathways for youth into jobs with projected future growth that require further preparation and training. (Examples include, but are not limited to, post-secondary education, advanced skill training, career laddering, and sector-based initiatives.) Explain how the organization determines what occupations have projected future growth. Describe existing relationships that the organization may have with post-secondary schools and how youth clients will benefit from such relationships.

5. Activities (4); 15% of points
Provide a detailed schedule of client activities (when, how often, duration, etc.). Explain the program’s activities to prepare youth for employment, including Employability Skills training and define what “employability” means to your organization. What is the anticipated length of time necessary to complete each program activity? What is the anticipated length of time necessary to complete the entire youth program? What specific
curriculum tools and resources will be used to deliver the appropriate academic/occupational activities? Attach a full program curriculum and Employability Skills curriculum.

6. Program Elements (2); 15% of points
Explain how the program will provide or make available one or more of the appropriate academic/occupational required youth program elements. If the program will not be providing a service or program element directly, describe how the organization will provide it through partnerships and/or subcontract relationships. Explain how you will collaborate in follow-up activities with WMS. Provide three (3) letters of commitment or Memorandums of Understanding (MOUs) from key partners essential to delivering the services. WMS reserves the right to approve or deny any subcontract agreements at a later date to be determined by WMS.

7. Performance Measures (1); 15% of points
Address the following performance requirements and methods.

a. Specify quarterly and annual goals for each state-mandated performance measure, and list objectives under these areas with specific measurable and deliverables.

b. Indicate the organization’s plan for managing to ensure the required performance levels are attained, including self-evaluation, and that the data are used to achieve continuous quality improvement. Describe the method(s) the organization will use to ensure that clients achieve the following positive outcomes: 1. completion of programs/activities, attainment of basic skills competencies, 2. credential attainment, 3. placement in employment and education, and 4. retention.

c. Demonstrate past success with tracking program performance and/or outcomes. Include a description of previous outcomes from other successful initiatives and describe a past experience with capturing and reporting performance information. Describe any file management systems and/or databases for internal tracking the organization has used in the past. Explain how the chosen case management system contributed to the program integrity and the achievement of stated results.

d. Describe the project’s case management strategy for providing consistent support, follow-through for service plans and referrals, and tracking for individual clients. Indicate the Respondent’s plan for managing to ensure the performance outcomes are attained and the data are used to achieve continuous quality improvement.

8. Statement of Finances (3); 5% of points
A. Finances
Describe how the organization is funded. Include funding sources and the percent of the total budget from each funding source. Indicate what percent of the organization’s current budget is derived from WIOA funds or what percent of the total budget would be WIOA-funded if this proposal is funded. Indicate the total amount of funds requested (This represents the total funds requested for contractor
expenses.) If the organization is a for-profit agency, specify the proposed amount and percentage of profit to be derived if WMS funds the program.

Provide a narrative that addresses the major line items in the budget and provide justification for any equipment purchases being planned. Identify the total cost per youth enrolled. Identify in your narrative the amount of funds you will dedicate to incentive payments for youth and the amount and type of resources that will be dedicated to providing follow up services to youth after they have been exited from the program.

B. Financial Management
Describe the financial management system to ensure that the program operates within an expenditure level that is consistent with the approved budget for maximum service delivery. Describe the accounting system that will be used to administer this program. Attach a copy of the organization’s most recent and complete audit or audited financial statement available, dated no more than two (2) years prior to the date the proposal is submitted. The financial statements shall be prepared by an independent, certified public accountant.

Note: WMS uses cost-reimbursement contracts. That is, only costs that can be documented as expended will be reimbursed to the organization. The only allowable costs are those necessary for the implementation of the proposed program, and no other organizational activities.

Contractors shall invoice WMS on a monthly basis for all direct costs. Contractors shall invoice WMS on a quarterly basis for all performance costs.

Forms for all fiscal management will be supplied to the successful Contractor(s). WMS will provide both fiscal and program technical assistance to the successful Contractor.

C. Budget Narrative
The Budget Narrative must be typed and placed in the proposal in front of the budget pages. The Budget Narrative should fully cover all costs that are necessary to directly operate the proposed program. The Budget Narrative must describe how the program’s budget supports the stated objectives and activities in the program.

Describe and list any unusual equipment that is essential to the program; indicate whether it belongs to the organization, the State (previously purchased with JTPA, WIA, or WIOA funds), or will be purchased if the proposal is funded. If any additional equipment is to be purchased or leased, please indicate this in the proposal. Include a detailed justification of the intended purchase, and why its purchase is essential to the program’s operation.

The Budget Narrative should fully describe the cost allocation methods used. The Narrative must describe how funds are allocated to minimize administrative costs and support direct services to participants. The narrative should also describe the indirect costs that are proposed, indicate what costs are included, and explain how these indirect program costs were determined. Any indirect costs budgeted must be supported by an indirect cost rate agreement with a Federal or State cognizant agency,
a copy of which must be attached to the budget request. Describe past success with leveraging additional resources. Describe both leveraged resources whose purpose has been to ensure and maximize the delivery of services and leveraged resources whose purpose was to max.

D. Budget

Attach the Budget Summary indicating all operating expenses in the listed categories. Each budget category requires additional line item detail that addresses the method of calculation and justification for the expense. Therefore, the Respondent shall develop and include a **line-item budget** to meet the intent and requirements of the program, to ensure the successful implementation of the program, and to show that the program is cost-effective. The Respondent should prepare a realistic and prudent budget avoiding unnecessary or unusual expenditures that would detract from the accomplishment of the objectives and activities of the program. Approved budget items can be found in the Office of Management and Budget’s Uniform Guidance Part 200—UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS.

Where the Respondent does not budget for an item, the Respondent assumes responsibility for the cost of that item. The budget must include any program costs, administrative costs, and participant costs.

Program costs are defined as necessary expenditures exclusive of personnel salaries, benefits, and participant costs. Such expenses may include specific items directly charged to the program. The expenses must be program-related (e.g., to further the program objectives as defined in the contract award) and be encumbered during the contract period. Some examples of program costs are travel, office supplies, training materials, facility rental, printing, postage, and other consumable items.

Administrative costs are defined as costs of operations related, required, and incurred for official business in the coordination of those functions under WIOA. Some examples include accounting, financial, and payroll.

Participant costs are defined as costs of items that are spent directly on individual participants and are tracked by individual enrollment. Possible costs include participant supportive services (e.g., transportation), participant wages, participant supplies, and fees incurred to achieve participant goals, objectives, and activities.

Twenty-six percent (26%) of the proposed budget should be allocated to work-based learning / work experience (WEX) to align with WIOA requirements. The budget must be a detailed allocation plan for staffing costs associated with work experience.

Of total submitted expenses, no less than forty percent (40%) must be directly utilized for direct participant line items. Per the State of TN, IWT expenditures cannot be counted toward this MPCR. **MPCR** is generally recognized as ITA,
OJT, PWE, Supportive Services or Incentives/Stipends directly paid to a participant. The 40% MPCR should be accounted for in the proposed budget.

Answer the following questions and review the budget prior to completing:
- Are all costs allowable in accordance with the standards outlined in federal circulars and regulations and are expenses budgeted under the correct line item?
- Are all costs related to the WIOA activity described in the proposal narrative?
- Are all costs reasonable expenditures necessary to operate the WIOA activity described in the proposal narrative? Unreasonable budget requests or line items will reduce the overall budget score.
- Check mathematical calculations for all parts of the Budget Summary. Round each item total on each breakout sheet up to the next highest dollar, not the nearest dollar (e.g., $237.22 should be rounded to $238.00).

The budget request should be allowable, necessary, reasonable, cost-effective, reflect program planning, and be designed to provide efficient and economical youth services.

This budget will be used to calculate the cost per participant (Total Budget/Number of Participants = cost per participant).

II. Proposal Checklist and Required Sequence. Proposals must include all of the parts listed here and match the instructions outlined in this section. The items listed below shall be submitted with each proposal in the order shown. Number the sections of the proposal to match these criteria. Failure to include all listed items may result in the rejection of the proposal. Follow the format and address all items listed. Attachments are not included in the page count.

When completed, proposals must be assembled in the order as follows:

- Application for Funding Form – (Attachment A-1) (signed by the Official authorized to enter into a Contract)
- Organization Certifications List – (Attachment A-3)
- Table of Contents – A complete table of contents for the entire proposal with respective page numbers opposite each topic is to be included
- Proposal Narrative
- Statement of Finances
  - Budget Narrative
  - Budget and Budget Summary
- Attachments – (Noted Maximum Page Limit for Each)
  - Charter or other proof of legal existence (unlimited)
  - Financial Audit/Statement (unlimited)
  - Program Flowchart (2)
  - Organizational Chart (1)
  - Job Descriptions (summary of 2 pages)
  - Resumes (unlimited)
  - Curriculum (3)
  - Work Readiness Curriculum (3)
  - Letters of Commitment or Memorandums of Understanding (if applicable) (unlimited)
SECTION III

PROGRAM(S)
SECTION III: PROGRAM(S)

Though WMS will provide oversight of services, WMS is soliciting proposals to provide comprehensive services. Providers may submit proposals for deliver of Career Leap (In-School) or Career Launch (Out-of-School) services that address the various aspects and stated needs and objectives of the Youth Program.

A. Program(s) Overview
Responses to this Request for Proposals (RFP) must include program designs that meet the employment and training needs of our community’s low-income youth, the performance outcomes of the Workforce Innovation and Opportunity Act, and the priorities of the Greater Memphis Local Workforce Development Board.

Serving youth who are deficient in basic skills is a priority in our local area. All youth served who are basic skills deficient or have taken but not passed any Crosswalk Test must receive additional tutoring and/or instruction designed specifically to assist the students in passing these tests.

WMS will support programs that serve targeted youth as outlined in the Evaluation Section. These include such youth as ex-offenders, the homeless, young adults with interaction with the foster care system within the last 6 months, those pregnant or parenting, and those with disabilities. Extra consideration will be given in the evaluation for outreach and recruitment of these targeted youth.

Contractors will be responsible for providing services and activities to participants as required under WIOA regulations. These activities include, but are not limited to, client outreach/recruitment, eligibility determination, case management, comprehensive guidance and counseling, and follow-up services for the appropriate elements as identified herein, as well as data entry and report preparation as required in the approved WIOA automated case management system. Applications must include evidence of employer linkages for subsidized and unsubsidized training and job placement.

B. Program Goals
The goal of the WMS Youth Program is to ready eligible youth (as determined under WIOA regulations) for success in the workplace by offering a variety of effective and comprehensive education and employment preparation services. Services must prepare youth to achieve negotiated short and long-term goals that lead to academic improvement, high school graduation or HIGST equivalency, employment, military services, advanced or apprenticeship training, paid and unpaid internships, and/or post-secondary education. Programs must link academic and occupational learning.

WMS is soliciting proposals for programs that incorporate both the program elements in the Youth Program Elements (Attachment B-2), and that includes the following:

1. Provide innovative experiences that help youth gain marketable skills
2. Inspire youth through learning experiences
3. Provide training that leads to a recognized credential
4. Connect youth’s education and career choices
5. Link the workers of tomorrow to today’s and tomorrow’s labor market demand
6. Provide a holistic approach to serving youth that encompasses mental, physical, and social development
7. Emphasize training, education, and careers in STEM and sectors identified in Section 1. A. Announcement
8. Develop appropriate linkages and formalize collaborative relationships with other entities possessing expertise and resources relevant to the needs of the target population
9. Supports a holistic approach to serving youth that encompasses mental, physical, and social development
10. Focus on youth development and prevention of detrimental youth risky behaviors
11. Deliver effective services as measured by GMLWDA standards

C. Minimum Contractor Requirements
Contractors must:
1. Have experience operating a youth program or a similar program and are familiar with the WIOA, its regulations, as well as other federal and state laws regarding job training, job placement assistance, and supportive services to youth.
2. Have no record of unsatisfactory performance under a current or past contract with WMS for similar services. Contractors who are or have been seriously deficient in current or recent contract performance or under a formal Corrective Action Plan (CAP), in the absence of circumstances properly beyond the Contractor’s control, shall be presumed to be unable to meet this requirement.
3. Have the ability to fulfill contract requirements, including the indemnification and insurance requirements.
4. Have the ability to maintain adequate files and records and meet reporting requirements, as prescribed by WMS.
5. Have the administrative and fiscal capacity to provide and manage the proposed services on a cost-reimbursement basis, to ensure an adequate audit trail, to maintain audit-ready files, and to monitor your files (internal audit function).
6. Meet other presentation and participation requirements listed in this RFP.

D. Youth Eligibility
Youth to be served must be determined eligible by WMS and meet the eligibility criteria defined by WIOA as found on the Youth Participant Eligibility Guide for WIOA (Attachment B-1).

E. Performance Measures
The Department of Labor has established six primary indicators of performance for both in-school and out-of-school youth served under WIOA. Respondents will commit to the performance objectives outlined below. At a minimum, funded service providers will be measured on their success in achieving these performance measures at levels equal to or greater than the levels required of WMS by the Tennessee Department of Labor and Workforce Development.

<table>
<thead>
<tr>
<th>Youth Primary Indicators of Performance</th>
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<tbody>
<tr>
<td>Placement in Employment or Education</td>
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<tr>
<td>Retention</td>
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<td>Earnings</td>
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<td>Attainment of a Degree or Certificate</td>
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<td>Program Skills Gain</td>
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<td>N/A %</td>
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GMLWDA’s Performance measures are negotiated with the State of Tennessee and are subject to change annually. For additional information regarding the primary indicators of performance and WMS’s performance targets refer to the Performance Measures Guide (Attachment C-1). Successful Respondents will be responsible for meeting the State-negotiated performance measures in their programs.
F. Elements
All youth served under this solicitation shall have access to the required program elements prescribed by WIOA. A description of the academic elements of the youth program can be found in Youth Program Elements (Attachment B-2). Not every youth will require every service, but the Respondent must show which element(s) it will provide and how the element(s) the Respondent is not providing will be made available for its clients. Where the Respondent will not provide the element itself, the Respondent must provide a signed letter of commitment from the organization that has agreed to provide such an academic element. Access to these program elements will vary as determined by individual service strategies and assessment of skills and service needs.

For this RFP, Respondents will submit proposals on the program elements found in the Youth Program Elements. When addressing each element, Respondents must demonstrate how each element will be either provided by Respondent or made accessible to youth and describe any past success the organization has had in delivering or connecting youth to these services in the community. Include a curriculum or a schedule when applicable for any of these activities.

Respondents may include supportive services if a budget for such proposed services is included and based upon documentation of the need for such services for youth clients in their Individual Service Strategies (ISS). Include these services in the budget and the narrative portion of the proposal. In addition, Respondent shall have clear policies and procedures governing supportive services. Supportive services may be augmented by WMS, depending on the availability of funds, at WMS’s sole discretion.

If youth in the program have made gains in literacy/numeracy or earned a HISET equivalency, the Contractor may assist the client in seeking further WMS services. Programs serving ages 18-24-year-olds should be actively participating with the One-Stop partners to ensure that these youth have access to the full range of services available through the WIOA adult services which are available to individuals who are at least 18 years of age. This may be a National Career Readiness Certificate (NCRC) or occupational skills training provided through WMS’s Individual Training Account (ITA) voucher system.

G. Employability Skills
In addition, all organizations funded under this RFP will be required to provide Work Readiness / Employability Skills (Essential Skills) training to all of their WMS youth clients. Such training shall include, but not be limited to: career awareness, financial literacy, applying for a job, preparing a resume, searching for a job, completing a job application, preparing for an interview, dressing appropriately, maintaining punctuality and attendance, completing tasks, exhibiting interpersonal skills, and other work readiness training. Respondents shall attach a copy of their Employability Skills curriculum for review.

H. Program Priorities
For WMS, the following three priorities represent strategic and specific goals set for local youth programs. When possible and practical, Respondents should incorporate these priorities into their WIOA programs and explain the method of delivery/implementation.

Collaborations and Partnerships – The Respondent should seek to complement programs and leverage resources in working with partners in the program. Letters of Support or Memorandums of Understanding will document the cooperation.
**Targeted Populations** – Hard to serve populations and those targeted through other public programs offer challenges and rewards that Respondents may elect to serve in their program. Examples of these groups include ex-offenders, dropouts, young adults with interaction with the foster care system within the last 6 months, homeless, youth with disabilities, and pregnant or parenting youth. Moreover, Respondents shall comply with TEGL No. 31-10 by increasing services to youth with disabilities and increasing the number of youth with disabilities it will serve. Respondents shall explain their efforts to incorporate these priorities into their WIOA program, addressing data collection and the services to be provided.

**Sector Strategies** – Respondents are encouraged to offer youth in their program career pathways based on in-demand industries via the direction that the GMLWDA Board is taking that closely aligns its efforts to develop its labor pool with the national focus toward S.T.E.M. (Science, Technology, Engineering, & Math). Respondents are also encouraged to prepare youth through connection to Pre-Apprenticeship and Apprenticeship programs. Currently, WMS training programs support the sectors of advanced manufacturing, health care, logistics/transportation, and business services. These four areas represent industries and businesses in GMLWDA that have jobs to be filled at self-sufficient wages or above. Career pathways (education and training leading to a career in one of these four sectors) are to be described in detail and are required to be built into the ISS for each client.
SECTION IV
ATTACHMENTS
(ATTACHMENT A)
## (A-I) APPLICATION FOR FUNDING: GMLWDA PROPOSAL COVER PAGE

<table>
<thead>
<tr>
<th>Date Received</th>
<th>Agency Name:</th>
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<td>Agency Telephone #:</td>
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<td>Administrative Contact Person: Title</td>
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<td>Program Contact Person: Title</td>
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<tr>
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<td>In-School</td>
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<td><strong>Proposed Target Population(s)</strong></td>
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<td><strong>Proposed Geographic Area(s) to be Served:</strong> Shelby, Tipton, Fayette, and Lauderdale Counties</td>
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<tr>
<td><strong>Number of Participants to be Served:</strong></td>
<td></td>
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<tr>
<td><strong>Total Funds Requested for this Proposal $</strong></td>
<td><strong>Cost Per Participant $</strong></td>
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### CERTIFICATION OF PROPOSED CONTENT

#### Duplication of Services and Conflict of Interest

To my knowledge, this proposal does not duplicate services or resources available in the area that are or may be provided by non-WIOA sources. This organization, its members, and collaborators are not now and will not in the future be engaged in any activity resulting in a conflict of interest, real or apparent, in the selection, award, or administration of a contract for WIOA funds.

#### Cost/Price Data and Proposal Content

This is to certify that, to the best of my knowledge and belief, the cost/pricing data submitted either actually or by specific identification in writing to WMS in support of this proposal is accurate, complete, and current as of the date below. This certification includes the cost/pricing data supporting any agreements or contracts that may be agreed upon between the Respondent and WMS that are part of the result of submitting this proposal.

Agency understands that the proposal submitted in response to the RFP is not a legally binding document; however, any contract to be awarded will be based on information contained in the proposal.

---

Signature of Authorized Representative

_________________________________________

Date

__________________________

Title of Representative
(A-2) PROGRAM DESCRIPTIONS & REQUIREMENTS GUIDE

1. Outreach
2. Intake & Assessment
3. Referral
4. Eligibility and Electronic Entry
5. Orientation
6. Individual Service Strategy (ISS)
7. Goals for Clients
8. Program Delivery
9. Case Management
10. Compliance Issues
11. Monitoring and Oversight
12. Subcontracting

The proposal should include a narrative description of the proposed program and the program services timeline that reflects the major activities, the person(s) responsible, and the date of completion. The Youth Program must be conducted in the following manner and offer the following components. The aim of this process is to maximize services and value to WIOA youth by minimizing duplication and encouraging collaboration. Each proposal must explain in detail how the Respondent will provide each of the following program components. Be as specific as possible in addressing each of the components.

1. Outreach
   Respondent is responsible for outreach techniques and will target eligible youth who will benefit from the Contractor’s program. Emphasis should be placed on recruiting those most in need of WIOA services and who are likely to successfully complete the program.

   The Respondent will be responsible for the recruitment and initial eligibility assessment of potential WIOA applicants, using and completing WMS’s forms. In order to serve a broader population of youth residing in Shelby, Tipton, Fayette, and Lauderdale Counties, WMS reserves the right to place additional applicants in a Respondent’s program.

   Describe your strategies to identify, recruit, and enroll the individuals that you will be serving.

2. Intake & Assessment
   Clients must undergo an initial assessment to determine whether they are WIOA eligible and would benefit from program services. The assessment is used to determine whether WIOA is the most appropriate service for the youth.

   The initial assessment is also used to determine if the Contractor has the capacity to provide the appropriate educational and occupational services to meet the needs of the individual. In some cases, the initial assessment includes a review of skill levels, aptitudes, abilities, and supportive services needs.

   All local WIOA youth programs must assess youth at intake to determine whether they are in need of basic skills, work readiness skills, and/or occupational skills. Assessment tools utilized by contractors may vary.
However, they must be detailed in the Statement of Work and administered only with prior authorization by WMS. In all of these activities, the Contractor will enter and maintain complete and timely case management in the Jobs4tn / VOS (Virtual One-Stop) system.

An evaluation is conducted in an interview setting and includes the use of objective evaluation criteria, if necessary, to yield an impartial determination. Each client shall receive a pre-test to determine his/her academic skill levels and service needs. The goal of the pre-test is to accurately evaluate youth in order to develop an appropriate service strategy to meet individual needs. Each client shall also receive a post-test upon completion of the program, using the same assessment tool as used for the pre-test, to document progress in the program. The objective assessment of each youth client must meet the requirements of WIOA. This includes a review of basic skills, work readiness/employability skills, occupational skills, prior work experience, interests, aptitudes, supportive services, and developmental needs of the client.

Assessments will be conducted in compliance with WIOA, State, and WMS policy. Acceptable assessment tools for GMLWDA are (1) Comprehensive Adult Student Assessment System (CASAS); (2) HISET PRACTICE test; (3) Test of Adult Basic Education (TABE); and (3) the Work Keys assessment of the Career Readiness Certificate. Describe the assessment tool to be utilized and the testing process.

3. Referral
What will the organization do to refer youth not selected for participation in appropriate services? If it has been determined during the Initial Assessment that an individual does not meet the enrollment requirements of a particular program or is not eligible for WIOA services, he or she may not be enrolled in WMS’s program. It will be the responsibility of the Contractor, in partnership with WMS, to offer assistance in referring applicants to appropriate organizations and services. Applicants who are WIOA eligible but do not meet specific program requirements shall be referred for further assessment, as necessary, to the most appropriate program to meet basic skills and training needs. Documentation shall be maintained on all rejections and referrals.

4. Eligibility and Electronic Entry
Documents and Forms collected in the recruitment process shall be immediately uploaded into Jobs4tn / VOS, Tennessee’s Department of Labor electronic database after they are signed, if applicable. Staff will review, verify, and confirm WIOA certification. At this point, the applicant becomes a client in the WMS Youth program. The youth must be enrolled in the database prior to the delivery of any services.

5. Orientation
All program operators will be required to provide orientation sessions for youth enrolled in this WMS program. Contractors should consider an orientation handout/booklet and regular signature sheets to collect attendance at these sessions. The youth will receive information on the full array of applicable or appropriate services in this program. Information should also be provided on how to access Title I services through the Memphis Area Career Center.

6. Individual Service Strategy (ISS)
Based on the results of the objective assessment, a service strategy that meets the requirements of WIOA will be mutually developed between client and contractor. This form will identify the employment goal, achievement objectives, and necessary services for the client based upon the objective assessment. It includes appropriate training objectives and/or support service needs as well as any barriers that a client might have. The ISS must be completed for each client within thirty (30) days of his or her enrollment into the program. The ISS for each client will be reviewed
and updated quarterly by the service provider to reflect the client’s progress in acquiring skills and attaining objectives. Describe the process to develop and update the youth’s ISS.

7. Goals for Clients
Describe how the organization plans to set goals for individual clients and the method of assessing the client’s goal attainment. Describe how Basic Skills, Occupational Skills, and Work Readiness Goals will be set for program clients. Describe how pre-assessment and post-assessment of skill levels will be provided to determine if youth met the skill attainment goal(s). State that the Respondent understands the importance of setting appropriate goals and ensuring that the youth attain the established goals.

A maximum of three goals per year may be set for purposes of the youth skill measures. Goals will be set such that a client may satisfy the goal within three (3) month intervals. Goals will be set that are most appropriate to the youth, and state what goals will be attained before other goals are set. After a youth’s eligibility has been established, the Contractor will have 30 days to set the appropriate goal or goals. Explain the process to monitor the youth’s fulfillment of the established goals.

8. Program Delivery
Where applicable (academic vs occupational), in addition to providing the program elements and Employability Skills training, Respondents must demonstrate/explain how they will provide:

- Preparation for postsecondary educational opportunities
- Strong links between academic coursework and occupational learning
- Internship work experience
- Opportunities for unpaid work experiences
- Employment development for securing jobs for youth
- Outcomes for youth that exceed state-mandated Performance Measures
- Job search assistance
- Education services
- Academic enrichment
- Training
- Transition services
- Career Exploration (Identify the specific industries or occupations and how they align with demand for GMLWDA priorities)
- Collaboration with business and industry to ensure students are acquiring competitive skills that are aligned with industry standards

9. Case Management
Information on individuals should be submitted within five (5) days if they exit the program. The case management of participants shall be shared by the Respondent and WMS. Describe the case management strategies, level of resources to be used for case management, and the frequency of contact with the youth during the program. Follow up is required monthly for 12 months after the client exits the program at no additional cost to WMS. This information should be submitted to the WMS Youth Service office as soon as it is received from the client or contractor. It must be within the quarter.

10. Compliance Issues
Data Entry/Data Collection
WMS Youth Service staff are required to maintain an electronic record of participants’ activities and results in the State’s electronic system, i.e., VOS. This computerized system tracks enrollment, participation, achievement, completion, follow up, and performance. It is expected that service providers keep accurate and timely information to ensure that any reporting requirements are promptly met. This information will also be used to assess performance. The Respondent shall commit to assist WMS in complying with the VOS requirement by providing accurate and complete records to the WMS office in a timely manner and as requested for calculation of state-mandated performance measures. All case notes must be entered into VOS on a monthly basis by the contractor.

**Reporting Requirements**

Respondents shall agree to all required reporting to participate in this program. This includes regular monthly reports, extensive quarterly reports (which are due on the 10th of the month following the end of the quarter), and case management reports for participants in the program.

**Monthly Reports**

These reports are intended to keep WMS management and staff current on the status of the program. These reports must include the following components:

a. The Contractor shall submit a current list of all active clients enrolled in their programs and activities on a monthly basis. If there are significant changes, WMS should be notified immediately.

b. The Contractor will submit monthly employment/job search status updates on all WIOA funded participants that have completed training until they become employed in unsubsidized employment. All case notes in regard to activities of this nature are to be entered into VOS on a monthly basis.

c. The Contractor shall submit data regarding a participant’s unsubsidized employment within five (5) business days after the provider becomes aware that the participant is employed. The participant should be exited with the proper paperwork. All case notes should be updated in VOS immediately.

d. The Contractor shall upload a copy of all credentials attained by each youth participant upon completion of the related training program within 5 business days of receipt of such information. The client should be exited from the program. All case notes should be updated in VOS immediately.

e. The Contractor shall submit information related to withdrawals or dropouts by each youth participant within 5 business days after the WIOA funded client is no longer active in the courses for which WIOA funding was issued. The client should be exited from the program. All case notes should be updated in VOS immediately.

f. The Contractor shall continue contact and guidance with all youth participants after completion of the training program until they receive their associated certification or licensure, if applicable. The provider will submit a monthly status update on each such participant until he/she has received the related certification or licensure. A copy of the certification or licensure will be submitted to WMS. Follow up is required for twelve months after the client exits the program and this information should be submitted to the WMS Youth Service staff as soon as it is received from the participant or the provider. It must be within the quarter. All case notes should be updated in VOS immediately.

**Quarterly Reports and Performance Targets**

1. The Contractor shall submit a full quarterly report with information on all clients and all measures of current performance including for older youth (entered employment rate, retention rate, earnings change, and credential rate) and younger youth (skill attainment, diploma, or an equivalent rate, and retention).
2. The training provider shall meet the performance targets applicable to GMLWDA as found on the Performance Measures Guide (Attachment C-1).

3. If a training provider does not meet required GMLWDA local performance standards, the provider will receive mandatory technical assistance from WMS, which will include the submission of a corrective action plan and monitoring of completion of such a plan.

11. Monitoring and Oversight
The successful Respondent(s) shall provide review and oversight of the Youth Program.

The objectives of oversight functions are to determine whether adequate internal controls are in place to ensure the program is conducted in accordance with applicable laws, regulations, state and local plans, and requirements governing contracts with WMS.

The successful Respondent(s) shall conduct an on-site review of the program as part of the monitoring process. A desktop review may often point out potential or current problems within a program before or after the on-site review. The on-site review shall be conducted to ensure the worksite’s compliance with local, state, and federal laws, rules, and regulations. Monitors will examine such items as physical plant, equipment, safety, and suitability. Monitors are therefore on-site to observe activities, procedures, behaviors, safety practices, and physical conditions and to conduct interviews, review records, and document their findings.

On-site inspections of facilities and records will focus on the extent to which programs and services are in compliance with federal legislation and regulations, as well as any other contractual requirements. Additional visits will be conducted as necessary for follow-up services such as the identification of problems and the resolution of deficiencies. Proposals must detail how the successful Respondent will monitor the Youth Program.

Also, WMS staff will review and monitor the successful Respondent(s) and their Youth Program to ensure compliance with the material aspects of the contracts and GMLWDA General Assurances. The successful Respondent(s) shall be responsive to WMS’s Program and Integrity, and Compliance Department for program monitoring, which includes oversight of program, performance, and fiscal administration of the Respondent’s services. The process will include preparation, data collection and analyses, recommendations, and follow-up. Where findings exist, corrective action shall be taken per WMS’s policy. The finding(s) will determine the length of time allowed for corrective action, and follow up will be conducted to determine and document the status of corrective actions.

12. Subcontracting
If Respondent plans to subcontract any portion of the deliverables described in the RFP, include a written justification for subcontracting. In addition, attach a statement from each subcontractor, signed by a duly authorized officer, employee, or agent of the organization that includes the name and address of the organization, type of work to be performed, percentage of the total work of the proposal. The statement must also include that the subcontractor will perform all work as indicated and will comply with all items as described herein. Notwithstanding, the successful Respondent will be responsible for the subcontractor’s performance.
(A-3) ORGANIZATION CERTIFICATIONS

By submitting this proposal, the Respondent certifies, to the best of its knowledge and belief, that:

1. The undersigned has no outstanding liens, claims, debts, judgments or litigation pending against it which would materially affect its programmatic or financial abilities to implement and carry out its proposed program;

2. The undersigned is current in its payment of applicable federal, state, and local taxes;

3. The undersigned is free and clear of any questioned or excepted audited costs;

4. The undersigned is not currently under probation or suspension from any regulatory agency governing it;

5. The undersigned costs and pricing data submitted with this proposal are representative of only those reasonable, allowable, and allocable costs necessary for carrying out its proposed program;

6. The undersigned understands the requirements of this solicitation and WIOA promulgated rules and regulations;

7. The undersigned has not been debarred by the action of any governmental agency;

8. The undersigned is authorized to submit this proposal in accordance with the policies of its governing body;

9. The undersigned has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken action in restraint of free competition with this proposal and has not induced any firm or person not herein named to refrain from submitting a proposal;

10. The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, or agreement with any other contractor, Respondent, or potential Respondent;

11. Neither the price(s) nor the amount of this proposal, and neither the approximate price(s) nor approximate amount of this proposal, has been disclosed to any other organization or person who is a Respondent or potential Respondent, and they will not be disclosed before proposal opening;

12. The undersigned has not colluded with any employee or elected or appointed official of the Greater Memphis Local Workforce Development Board, or elected or appointed official of the Workforce Midsouth Inc. Board of Directors in any way in the preparation or submission or this proposal;

13. No employee or elected or appointed official, or any family member of such of the Greater Memphis Local Workforce Development Board, or elected or appointed official of the Workforce Midsouth Inc. Board of Directors, will receive any personal gain or profit,
either directly or indirectly, if the undersigned is awarded a contract pursuant to this proposal; and

14. The information contained herein is true and correct to the best of the undersigned’s knowledge.

I understand that the certifications set out above are material representations of fact upon which reliance will be placed when reviewing the proposal. By my signature, I certify I am empowered to act on behalf of the proposing organization in submitting this proposal.

___________________________________________________________  ________________________________
Company Name (Please Print)  Authorized Representative (Please Print)

___________________________________________________________  _______________________________________________________________________
Address  Authorized Signature

___________________________________________________________  _______________________________________________________________________
City, State, and Zip Code  Title  Date
(ATTACHMENT B)
(B-1) YOUTH PARTICIPANT ELIGIBILITY GUIDE FOR WIOA

OUT-OF-SCHOOL YOUTH. — The term “out-of-school youth” means an individual who is—
(i) not attending any school (as defined under State law);
(ii) not younger than age 16 or older than age 24; and
(iii) one or more of the following:
   (I) A school dropout.
   (II) A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter
   (III) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is
        (aa) basic skills deficient\(^1\); or
        (bb) an English language learner.
   (IV) An individual who is subject to the juvenile or adult justice system.
   (V) A homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), a homeless child or youth (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 section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
   (VI) An individual who is pregnant or parenting.
   (VII) A youth who is an individual with a disability.
   (VIII) A low-income individual who requires additional assistance\(^2\) to enter or complete an educational program or to secure or hold employment.

IN-SCHOOL YOUTH. — The term “in-school youth” means an individual who is—
(i) attending school (as defined by state law);
(ii) not younger than age 14 (for this RFP GMLWDA shall use age 16) or (unless an individual with a disability who is attending school under State law) older than age 21;
(iii) a low-income individual; and
(iv) one or more of the following:
   (I) Basic skills deficient\(^1\).
   (II) An English language learner.
   (III) An offender.
   (IV) A homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), a homeless child or youth (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 section 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement.
   (V) Pregnant or parenting.
   (VI) A youth who is an individual with a disability.
   (VII) An individual who requires additional assistance\(^2\) to complete an educational program or to secure or hold employment.

\(^1\)The term “basic skills deficient” means, with respect to an individual-
   (A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
(B) who is a youth or adult, that the individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society. [H.R. 803, SEC. 3, (5)]

2The term “requires additional assistance” is defined by WMS’s local policy.
(B-2) YOUTH PROGRAM ELEMENTS

The Workforce Innovation and Opportunities Act (WIOA) requires that the following program elements be made available to all youth who are served by the WIOA youth system. “Make available” does not mean that every youth participant must receive services from all program elements; it means that youth have access to these services if they require them to meet their goals. Local WIOA programs can provide these services directly or through referrals.

(1) Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to the completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;

(2) Alternative secondary school services, or dropout recovery services, as appropriate;

(3) Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:
   (i) Summer employment opportunities and other employment opportunities available throughout the school year;
   (ii) Pre-apprenticeship programs;
   (iii) Internships and job shadowing; and
   (iv) On-the-job training opportunities;

(4) Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the Local Board determines that the programs meet the quality criteria described in WIOA sec. 123;

(5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

(6) Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;

(7) Supportive services, including the services listed in § 681.570;

(8) Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;

(9) Follow-up services for not less than 12 months after the completion of participation, as provided in § 681.580;

(10) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;

(11) Financial literacy education; (WMS will make provisions for this service for all participants.)

(12) Entrepreneurial skills training;
(13) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and

(14) Activities that help youth prepare for and transition to post-secondary education and training.

**Tutoring**

Tutoring is designed to improve the academic knowledge and skills of youth in specific areas. It involves a tutor helping youth acquire knowledge and skills in a specific area. The tutor provides instruction and the youth practices knowledge and skills being taught while the tutor observes. The tutor provides feedback on the youth’s performance, allowing the youth to learn from his or her mistakes.

**Qualifying Tutoring Activities**

1. Actual instruction;
2. Regular, structured sessions in which individualized instruction occurs;
3. Scheduled sessions during which youth may drop in for tutoring;
4. Instruction based on goals derived from the youth’s individual service strategy (ISS) or goal plans;
5. Qualified instructor; and
6. Assessment to determine if the youth is making progress.

**Non-Qualifying Tutoring Activities**

1. Meetings with teachers or tutors to discuss youth’s progress (this qualifies as case management);
2. Supplying books, school supplies (this qualifies as supportive services);
3. Paying school fees (this qualifies as supportive services);
4. Self-study;
5. No stated outcomes; and
6. No assessment.

**Study Skills Training**

Study skills are a set of abilities that allow youth to learn effectively and efficiently on their own. Study skills training involves instruction and practice activities on a range of strategies from planning and organizing time to reading comprehension, increasing concentration, and test-taking. Instruction may be one-on-one or group activity. Youth may work alone in some practice activities and in groups for others.

**Qualifying Study Skills Activities**

1. Training in specific study skills models such as SQ3R or other test-taking or note-taking strategies;
2. Teaching the importance of organizing study time;
3. Instruction in how to organize study time;
4. Instruction with practice; and
5. Feedback after practice.

**Non-Qualifying Study Skills Activities**

1. Providing calendars and notebooks (this qualifies as supportive services);
2. Lecture without practice; and
3. Practice without feedback.
Dropout Prevention
Dropout prevention strategies are interventions that address the causes of youth dropping out of school – disengagement, lack of successful experiences in school, or learning styles not suited to traditional academic instruction. These strategies ensure that youth stay in school to get their high school diploma and continue with some post-secondary education or long-term employment.

Qualifying Dropout Prevention Activities
- Participation in a program that has evidence that it reduces dropouts;
- Placement in an alternative secondary school services setting;
- Involvement of families and community;
- The individualized approach based on youth’s individual needs; and
- Placement in an alternative program for youth who are at risk of suspension or expulsion.

Non-Qualifying Dropout Prevention Activities
1. Early intervention with no follow-up;
2. Single-strategy, “one size fits all” programs;
3. Ability grouping;
4. Setting low expectations for achievement, attendance, and behavior;
5. Teaching basic skills alone;
6. Work experience without mentoring or involvement of individual caseworker; and
7. Adding classes or extending the school day.

Alternative Secondary School Services
Alternative schools offer specialized, structured curriculum inside or outside of the public school system which may provide work/study and/or academic intervention for students with behavior problems, physical/mental disabilities, who are at-risk of dropping out, who are institutionalized or adjudicated youth and/or youth who are in legal custody of the Department of Human Services (or similar entity) and are residing in an institution.

Qualifying Alternative Secondary School Services
- Second-chance programs for dropouts and out-of-school youth;
- Programs that use small learning communities; and
- Technology-based alternative secondary school services.

Non-Qualifying Alternative Secondary School Services
- Programs that do not ultimately lead to a diploma or GED; and
- Programs that do not meet the academic content standards required by No Child Left Behind.

Paid and Unpaid Work Experience
Work experiences are short-term, planned, structured learning experiences that occur in a workplace and are focused on career exploration and the development of work readiness skills. The primary purpose of work experiences is to expose youth to the requirements of work and to employers’ expectations. An employer may benefit from the work alone by youth, but the primary benefit must be to the youth.

Qualifying Work Experience Activities
- Paid or unpaid work in the private, for-profit, non-profit, or public sectors with a planned start and end date;
- Developing work readiness or employability skills, such as dressing appropriately or answering phones, in a real workplace setting;
- Developing personal attributes, knowledge, and skills, such as working on a team, in a workplace setting;
• Career exploration in a workplace setting;
• Developing academic or occupational skills as they relate to a workplace;
• On-the-job training for older youth when based on needs identified in objective assessment; and
• Subsidized employment.

Non-Qualifying Work Experience Activities
• Classroom-based activities that talk about work abstractly but do not provide realistic experience in the workplace;
• An open-ended, self-generated job at a fast-food restaurant or other business;
• Work that displaces a regular employee;
• Regular employment with no planned start and end date; and
• Unsubsidized employment.

Occupational Skill Training
Occupational skill training constitutes an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.

Qualifying Occupational Skill Training Activities
• Training programs that lead to the attainment of a certificate;
• Participation in programs such as Job Corps;
• Apprenticeship programs; and
• Training programs that provide skills necessary to enter or advance in a specific occupation.

Non-Qualifying Occupational Skill Training Activities
1. Work readiness training;
2. Training not tied to long-term goals in the youth’s ISS;
3. Training or education that does not lead to entry or advancement in a specific field; and
4. Training or education that does not result in an occupational certificate.

Leadership Development Opportunities
Leadership development is a broad set of activities that encourage responsibility, employability, and other positive social behaviors. Leadership services may be provided to youth both during participation and after program exit.

Qualifying Leadership Development Activities
• Community volunteering;
• Service-learning;
• Peer mentoring or tutoring;
• Character education;
• Citizenship education, including how and why to vote;
• Serving on the youth council, community or advocacy organization boards, etc.;
• Leadership training, such as how to work in a team, how to run meetings, and diversity training; and
• Life skills training such as parent education, financial education, goal setting, and conflict resolution.

Non-Qualifying Leadership Development Activities
Activities that do not encourage responsibility, employability, or positive social behaviors.
Supportive Services
Supportive services include assistance such as transportation that may be necessary to enable an individual to participate in WIOA youth program activities.

Qualifying Supportive Services
- Transportation;
- Tools and supplies necessary for work; and
- Referrals to other community services.

Non-Qualifying Supportive Services
- Payments for activities that are not needed in order for the youth to participate in WIA youth program activities; and
- Purchase of items that are not necessary for youth to participate in the program.

Adult Mentoring
Adult mentoring is a one-to-one supportive relationship between an adult and a youth that is based on trust. High-quality adult mentoring programs include an adult role model who builds a working relationship with youth and who fosters the development of positive life skills in youth. Youth should receive adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.

Qualifying Adult Mentoring Activities
- Participation in mentoring programs such as Big Brothers Big Sisters;
- Virtual adult mentoring via email, teleconferencing, or other electronic communication;
- Long term, structured programs that provide training and support to mentors as well as to youth;
- Adult mentoring programs that foster career awareness or positive social behaviors; and
- Supplementing adult mentoring activities with additional materials and resources.

Non-Qualifying Adult mentoring Activities
- Programs designed to last fewer than 12 months;
- Activities provided by case managers or service providers unless they meet the definition of adult mentoring;
- Only supplying self-help materials on positive life skills;
- Any activity that does not include a working relationship and rapport between a youth and an adult;
- Case management activities; and
- Inconsistent or sporadic contact with youth.

Comprehensive Guidance and Counseling
Comprehensive guidance and counseling is a process of helping youth make and implement informed education, occupational, and life choices. It includes imparting skills through counselor directed learning opportunities that help youth achieve success through academic, career, personal, and social development.

Qualifying Guidance and Counseling Activities
- Drug and alcohol counseling;
- Mental health counseling/therapy;
- Career counseling;
- Educational counseling; and
- Supplementing guidance and counseling activities with additional materials and resources.
Non-Qualifying Guidance and Counseling Activities
- Informal guidance and counseling from well-meaning but inexpert individuals;
- Conferences with youth’s teachers without youth being present;
- Initial assessment;
- Post-test for literacy/numeracy gains; and
- Supplying self-help resources or materials without personal counseling

Follow-Up Services
Follow-up services are activities after completion of participation to monitor youth’s success during their transition to employment and further education and to provide assistance as needed for a successful transition. Follow-up services must be determined based on the needs of the youth.

Effective Follow-up Services
- Regular contact with the appropriate frequency with the youth, the youth’s employer, and the youth’s post-secondary academic advisor;
- Leadership development activities provided after completion of participation;
- Supportive services provided after completion of participation; and
- Case management activities.

Ineffective Follow-up Services
- Follow-up activities that consist solely of occasional, ineffective contacts;
- Quarterly phone calls to see if the youth is still working or still in school;
- Mail surveys to check if the youth is still working or still in school; and
- Letters to inquire about status.
(ATTACHMENT C)
(C-I) PERFORMANCE MEASURES GUIDE

PRIMARY INDICATORS FOR ELIGIBLE YOUTH

The Department of Labor, in collaboration with the Office of Management and Budget and other federal agencies, adopted performance measures for programs with similar goals.

Two dozen federal job training and employment programs in six agencies are subject to primary indicators of performance. The primary indicators of performance provide a universal language to benchmark performance and to encourage increased integration of services.

The Department of Labor, Employment and Training Administration, also uses the primary indicators of performance to satisfy the performance accountability requirements of the Workforce Innovation & Opportunities Act (WIOA). WMS, as the WIOA organization, is judged through the use of the primary indicators of performance. Therefore, as a Contractor under WMS, you will be judged by your attainment of these primary indicators of performance.

The primary indicators of performance for the youth program shall consist of –

(I) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program; [Placement in Employment or Education]

(II) the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program; [Retention]

(III) the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program; [Earnings]

(IV) the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program; [Attainment of a Degree or Certificate]

(V) the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; [Program Skills Gain] and

(VI) the percent of out-of-school youth who are basic skills deficient who increase one of more or more educational functional levels; [Literacy and Numeracy]
GMLWDA PERFORMANCE TARGETS (PY 2020)

If you are chosen as a WMS Youth Contractor, these are the goals that you must achieve in your program. Contractors’ performance targets will be contingent upon WMS’s performance targets negotiated with the State.

**Youth Primary Indicators of Performance**

- Placement in Employment or Education  % Pending Guidance from State
- Retention  % Pending Guidance from State
- Earnings  % Pending Guidance from State
- Attainment of a Degree or Certificate  % Pending Guidance from State
- Program Skills Gain  % Pending Guidance from State
- Literacy/Numeracy  N/A%

The Department of Labor and numerous service providers have websites dedicated to performance guidance. Here is a sampling:

The primary indicators of performance are negotiated with the State of Tennessee on an annual basis and are subject to change.