

# **REQUEST FOR PROPOSAL**

## **Workforce Innovation and Opportunity Act (WIOA)**

***WIOA Title I Employment and Training Services  
(One-Stop Operator, Adult, Dislocated Worker, and Youth)***

**Published October 20, 2022**

**RFP No. SP-22-OSDS-OSO-AD-DW-YTH-002**  
**Catalog of Federal Domestic Assistance (CFDA) Number 17.258 – Adult**  
**CFDA Number 17.278 – Dislocated Worker**  
**CFDA Number – 17.259 - Youth**

**Submission Deadline**  
**December 16, 2022 @ 2:00 PM**  
***Late submissions will not be accepted.***

**Workforce Connections is an Equal Opportunity Employer/Program.**

**Auxiliary aids and services are available upon request for individuals with disabilities. Nevada Relay 711 or (800) 326-6868**

**Workforce Connections' hours of operation are Monday - Friday, 8:00 AM to 5:00 PM**

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Request for Proposal Timeline  
 (\*All dates are subject to change)  
 (All times noted in this RFP are Pacific Time)

<b>Request for Proposal (RFP) Release</b>	<b>October 20, 2022</b>
<b>Mandatory Bidders' Conference</b> Workforce Connections 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146	<b>October 27, 2022 @ 2:00 PM</b>
<b>Last day to submit RFP Questions</b>	<b>December 2, 2022 by 5:00 PM</b>
<b>Funder Evaluation Survey Due</b>	<b>December 16, 2022 by 2:00 PM</b>
<b>Proposals Due</b>	<b>December 16, 2022 by 2:00 PM</b>
<b>Public Proposal Opening</b>	<b>December 16, 2022 @ 2:30 PM</b>
<b>Evaluation of Proposals</b>	<b>December 19, 2022 through February 17, 2023</b>
<b>Recommendation(s) Presented for Approval</b>	<b>March and April 2023 meeting cycle of the Programs Committee, Board, and Local Elected Officials as posted on WC's website</b>
<b>Negotiations</b>	<b>April through May 2023</b>
<b>Program Commences</b>	<b>July 1, 2023</b>

## SECTION 1: RFP INTRODUCTION

Workforce Innovation and Opportunity Act (WIOA) Title I services in the American Job Centers are intended to prepare an educated, qualified, and ready workforce (including youth and adults with barriers to employment) to support regional economic growth and economic self-sufficiency. This RFP is thus capitalizing on the extraordinary opportunity to improve job and career options for Southern Nevadans through a modernized, comprehensive, integrated, job-driven, and streamlined local One-Stop Delivery System (OSDS) which links diverse talent to businesses. The OSDS will be characterized by three critical expectations:

- The needs of businesses and jobseekers driving workforce strategies and solutions;
- American Job Centers (one-stop centers) are designated by WC under a unified Employ NV brand (e.g., Business Hubs, Career Hubs, Youth Hubs, etc.) Center staff provides excellent customer service to jobseekers and employers, focusing on continuous improvement, accessibility and effectiveness; and
- Supporting strong regional economies by playing a leading role in workforce development.

It is the expectation that proposals will respond accordingly and reflect proven practices and strategies to achieve the mission of Workforce Connections in “*Connecting Employers to a Ready Workforce.*”

### 1.1 Solicitation

This Request for Proposal (RFP) solicits qualified respondents to provide WIOA Title I One-Stop Operator, Adults, Dislocated Workers, and Youth services at American Job Centers. Selected sub-recipients must provide services in accordance with WIOA legislation and any related Department of Labor (DOL), Nevada Department of Employment, Training and Rehabilitation (DETR), and Workforce Connections (WC) policies, directives, and the Four-Year Local Plan. For more information about WC, please visit [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org). See details below:

<b>Initial Service Period:</b>	July 1, 2023, to June 30, 2024
<b>Type of Sub-Award:</b>	Cost-Reimbursement Sub-Award
<b>Option to Extend (if applicable):</b>	WC reserves the right to offer up to three one-year (twelve month) extensions of the sub-award based on evaluation of the state of the center system, achievement of performance, availability of funds, and capacity of the sub-recipient to meet new or revised goals, objectives, and standards of WC
<b>Estimated Total Funding Available for First Twelve (12) Months:</b>	An estimated amount of \$19,400,000 for all Service Clusters combined. Annual awards may be adjusted based on availability. Please see the table below.

The goal is to receive a wide variety of high-quality innovative proposals that “*connect employers to a ready workforce*” and meet the needs of the Southern Nevada Workforce Development Area (SNWDA). Respondents are invited to submit a proposal for the following Service Clusters:

Service Cluster	Estimated Funding		Enrollments	
	ADW	Youth	ADW	Youth
One-Stop Operator	900,000	300,000	N/A	N/A
Clark County ADW	7,900,000	N/A	948	N/A
Re-entry Adult	1,000,000	N/A	120	N/A
Clark County Youth	N/A	5,000,000	N/A	425
Clark County Systems Impacted Youth	300,000	2,200,000	36	187
Lincoln County	200,000	250,000	24	21
Nye and Esmeralda Counties	700,000	650,000	84	55
<b>Funding for Contracts</b>	<b>\$ 11,000,000</b>	<b>\$ 8,400,000</b>	<b>1,212</b>	<b>810</b>

WC is soliciting proposals from qualified respondents to provide Federal DOL WIOA Title I One-Stop Operator, Adult, Dislocated Worker, and Youth using evidence-based practices. Eligible respondents may include:

- For-profit organizations
- Non-profit organizations
- Faith-based organizations
- Community-based organizations
- Public agencies
- A consortium or collaboration of these organizations

WC encourages the participation of respondents who are certified as small businesses, minority-owned firms, Veteran-owned business, and women’s business enterprises. WC is committed to Equal Opportunity in its procurement process.

A consortium, joint venture, or collaboration of organizations with complementary skills and experience is permitted to respond to this RFP, however, the proposal must clearly demonstrate that **all contractual responsibility rests solely with one legal entity serving as the fiscal agent.**

The fiscal agent must retain documentation, such as meeting minutes and preliminary budgets, regarding the consortium that documents the partnership(s). This documentation will be used to

establish a partner relationship for procurement purposes. Please see section 7.17 Partnerships for more information.

Organizations that have not previously been awarded a WIOA Title I sub-award, but have managed other Federal, State, or local funds to deliver a similar program design, population served, and have participated in a collaborative service delivery approach, are encouraged to apply.

This RFP contains the requirements that respondents must meet in order to submit a responsive proposal. A responsive proposal is one that complies with all format and content requirements and amendments of the RFP, if any. This RFP provides information regarding eligibility and the format requirements in which proposals must be submitted.

Successful respondents will serve as sub-recipients of WIOA Title I funds administered by WC with funds originating from DOL and passed through from the Nevada Department of Employment, Training, and Rehabilitation (DETR).

## 1.2 Mandatory Bidders' Conference

Organizations that intend to submit proposals must attend, either in-person or by video conference, a mandatory bidders' conference in order for their proposals to be considered. Organizations may send a representative on their behalf. If attending the bidders' conference virtually, please register at <https://www.nvcareercenter.org/bidders-conference/> to reserve a seat. Video conference access links will be emailed to those registered 24 hours prior to the start date of the bidders' conference. You will be able to view and ask questions during the video conference. For technical difficulties, please contact Chris Shaw at [cshaw@snvwc.org](mailto:cshaw@snvwc.org) or 702-755-6318.

The bidders' conference will convene at the following date, time, and location:

<b>Date:</b>	<b>October 27, 2022</b>
<b>Time:</b>	<b>2:00 PM</b>
<b>Location:</b>	<b>Workforce Connections 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146</b>

The RFP process will be explained during this conference. Questions and answers from the bidders' conference will be posted on WC's website, [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

### 1.3 RFP Questions and Addenda

To ensure a fair and objective evaluation, questions related to the RFP that arise after the mandatory bidder's conference must be submitted via email or through WC's procurement portal, provided below, through the following date:

<b>Date:</b>	<b>December 2, 2022</b>
<b>Time:</b>	<b>5:00 PM</b>
<b>Email:</b>	<a href="mailto:RFP@snywc.org">RFP@snywc.org</a>
<b>Procurement Portal:</b>	<a href="http://www.wcprocurement.com">www.wcprocurement.com</a>

Questions that are received after the deadline will not be answered. Written responses to questions received will be posted on WC's website only. **It is the respondent's responsibility to check the website on a regular basis for updated information and written responses to all questions submitted.**

**PLEASE NOTE:** With the exception of the Mandatory Bidders' Conference, oral questions will **NOT** be accepted.

Only the responses on the website are considered clarifications to the instructions contained in this RFP. In the event that responses modify any of the terms, conditions, or provisions of this RFP, documentation will be given via subsequent addenda to the RFP.

**No other source of response or clarification is considered valid.**

At the discretion of WC, if it becomes necessary to revise any part of this RFP, an addendum will be posted on WC's website, [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

Respondents are responsible for checking the website frequently to remain informed about the procurement process, receive addenda to the RFP, read responses to questions, incorporate any new or revised information, and remain updated on other information that may affect this RFP.

### 1.4 Funder Evaluation Survey

WC will utilize the **Funder Evaluation Survey** as a tool to evaluate each respondent's past performance for a full year including grant outcomes, demonstrated ability, and capacity. For time-relevancy, the full program year must have occurred between July 1, 2017, and June 30, 2022. WC



will complete a **Funder Evaluation Survey** for those who have administered WIOA Title I funds from WC. All respondents need to solicit additional **Funder Evaluation Surveys** from other funder(s) from the same timeframe for projects that are similar in scope.

All **Funder Evaluation Surveys** need to be received directly by WC via email and the form will be located at [www.wcprocurement.com](http://www.wcprocurement.com). **Completed Funder Evaluation Surveys will only be accepted by WC directly from the funder to the email address below.** The **Funder Evaluation Surveys** will be utilized by the Selection Panel and Committee during the evaluation process. Those respondents with proposals who do not have Funder Evaluation Surveys submitted on their behalf, will not receive any consideration for their past performance. All **Funder Evaluation Surveys** are due to WC no later than:

<b>Due Date:</b>	<b>December 16, 2022</b>
<b>Time:</b>	<b>2:00 PM</b>
<b>Survey Location:</b>	<a href="http://www.wcprocurement.com">www.wcprocurement.com</a>
<b>Survey Submission Address:</b>	<a href="mailto:RFP@snywc.org">RFP@snywc.org</a>

### 1.5 Submittal of Proposals

All proposals must be submitted through WC’s portal at [www.wcprocurement.com](http://www.wcprocurement.com). **Proposals will NOT be accepted via any other format including but not limited to facsimile, email, mail, or hand delivery.**

Each respondent is required to submit their proposal using language that is easy to read and understand. The respondent must avoid repetitious material. Each proposal should clearly demonstrate the respondent’s ability to effectively provide the services requested. All required sections and document uploads must be completed in the portal before the system will allow the proposal to be submitted.

Respondents who wish to amend a previously submitted proposal must re-submit the entire proposal through the portal prior to the deadline noted in this RFP. If multiple proposals are submitted for the same Cluster by the same entity for this RFP, only the last submission received prior to the deadline will be reviewed.

**All proposals must be submitted via the portal on or before:**

<b>Date:</b>	<b>December 16, 2022</b>
<b>Time:</b>	<b>2:00 PM</b>
<b>Location:</b>	<a href="http://www.wcprocurement.com">www.wcprocurement.com</a>

**The online portal will not allow submissions after the closing date and time listed above. Respondents are highly encouraged to allow adequate time for submission in the event of technical or other problems.**

**Proposals submitted after the closing date and time or in any other format will not be considered.**

### **1.6 Public Proposal Opening**

All proposals submitted will remain sealed on the portal until the public proposal opening which will be held on:

<b>Date:</b>	<b>December 16, 2022</b>
<b>Time:</b>	<b>2:30 PM</b>
<b>Location:</b>	<b>Workforce Connections 6330 W. Charleston Blvd., Suite 150 Las Vegas, NV 89146</b>

### **1.7 Prequalification Process**

Respondents must attend the Mandatory Bidder’s Conference to be eligible to compete for this RFP.

### **1.8 Selection Process**

The proposal review and evaluation process will be conducted utilizing a fair and objective process that adheres to WC’s Procurement Policy and all other applicable State and Federal regulations. Proposals which pass the prequalification process will be subject to the following procedure to evaluate and determine funding recommendations:

- **Proposal Evaluation**
  - An impartial third party, using a rubric, will evaluate proposals minus the Budget Forms (see Section 5: Required Proposal Content). Each proposal will receive a score from 0 to 100%. Consistent with State purchasing requirements, the Budget Forms, submitted with the proposals, will be evaluated at a later time, during the Funding Recommendation procedure.
  - Proposals which receive a score of 70% or above will be reviewed by the Selection Panel and/or Committee and may advance to the Funding Recommendation.

- **Funder Evaluation Survey**
  - The Funder Evaluation Survey has two sections.
  - The first section is quantitative and is comprised of the WIOA common measures or non-WIOA outcomes. This section is numerical and receives no additional scoring.
  - The second section is qualitative and is comprised of nine (9) questions. Each question will receive a score from one (1) to four (4). In the event there are no Funder Evaluation Surveys associated with a proposal, past performance cannot and will not be scored.
- **Selection Panel (For Title I ADW and Youth Services)**
  - A selection panel stood up by the WC Board Chair will review the following: proposals that received a score of 70% or above; third-party evaluation scores; both sections of the Funder Evaluation Surveys (if submitted); and Budget Forms.
  - The selection panel will rank the proposals based on their review.
  - The selection panel's recommendations will be forwarded to the WC Programs Committee.
- **One-Stop Operator Selection Committee (For One-Stop Operator)**
  - A selection committee compliant with Nevada's WIOA Plan and state compliance policy will review the following: proposals that received a score of 70% or above, third-party evaluation scores, both sections of the Funder Evaluation Surveys (if submitted); and Budget Forms.
  - The selection committee will rank the proposals based on their review.
  - The One-Stop Operator selection committee's recommendation will be forwarded directly to the WC Board, per state policy.
- **Recommendations**
  - The Selection Panel and One-Stop Operator Selection Committee may make recommendations based on all the information they received.
  - Only if deemed necessary and requested, WC, on behalf of the selection panel and/or committee, may request additional data and/or schedule panel interviews prior to making recommendations to the applicable WC Committee, Board, and Local Elected Officials (LEOs). This step is not required unless deemed necessary and requested by the Selection Panel and/or Committee.
  - If deemed necessary and requested, the objectives of additional data and/or panel interviews, are to address areas of proposals that may need additional clarification and/or to ensure that the respondent has the requisite ability, capacity, etc. Information which changes the original proposal will not be considered. Handouts, promotional materials, videos, overheads, etc., are not permitted at panel interviews.

## 1.9 Award Process

Respondents will be notified in writing of WC's decision concerning their proposal. Formal notification to award sub-awards and the actual execution of a sub-award agreement are subject to, but not limited to, the following conditions:

- Approval by the Programs Committee, WC Board, and authorization by the Local Elected Officials (LEOs)
- Receipt of WIOA Title I funds from Federal and State administering agencies
- Continued availability of WIOA Title I funds

WC will require the successful respondent(s) to participate in negotiations and modify their proposals based on the outcome of those negotiations. WC may decide not to fund part, or all, of a proposal. Successful respondents must submit final negotiated budget and scopes by May 1, 2023. If sub-award agreements are not executed before June 1, 2023, WC may determine that negotiations have failed and not enter into an agreement. This applies to any potential contract extensions.

Per 2 CFR 200.332 (b), WC will conduct a pre-award risk assessment during the contract negotiation phase to evaluate each potential subrecipient's risk of noncompliance with Federal statutes, regulations, and the terms and conditions of the subaward. WC will review the organization's history of performance and current conditions of the organization by considering factors including, but not limited to:

- Past program, financial, and administrative performance
- Programmatic capacity
- Fiscal stability
- Single audit or other monitoring report findings
- The organization's overall ability to implement statutory and regulatory requirements

Based on the results of the pre-award risk assessment, WC reserves the right to add specific conditions as described in 2 CFR 200.208, including but not limited to:

- Requiring payments as reimbursements rather than advance payments
- Withholding ability to proceed to the next phase until receipt of evidence of acceptable performance within a given performance period
- Requiring additional, more detailed financial reports
- Requiring additional project monitoring
- Requiring the non-Federal entity to obtain technical or management assistance
- Establishing additional prior approvals

If the results of any negotiation indicate, in the opinion of WC, that the proposed sub-recipient may not be able to fulfill sub-award expectations, WC reserves the right not to enter into a sub-award agreement with the organization.

## **SECTION 2: OVERVIEW**

### **2.1 Workforce Innovation and Opportunity Act**

WIOA presents an extraordinary opportunity to improve job and career options for our nation's workers and jobseekers through an integrated, job driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive, and people want to live and work.

WIOA fosters a nationwide system of American Job Centers, which directly provide an array of employment services and connect customers to work related training and education. WIOA furthers a high quality one-stop delivery system by continuing to align investments in workforce, education, and economic development.

WIOA reinforces the partnerships and strategies necessary for American Job Centers to provide job seekers and workers with high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current workforce.

WIOA seeks to improve the effectiveness of, and streamline the governing structures of, the public workforce development system, empower elected officials and workforce boards, establish structures with regional economies, and engage the key stakeholders needed to lead the system to achieve the goals of WIOA.

### **2.2 Roles and Responsibilities of WC**

Roles and responsibilities of WC include, but are not limited to, the following:

- Convene the One-Stop delivery system, execute the Memorandum of Understanding with the WIOA system partners, and facilitate system integration activities
- Oversee and evaluate the management and operations of all programs funded by WC
- Allocate and award funds
- Monitor sub-recipient performance, quality of service, cost effectiveness, and report on performance to the Board
- Develop and provide technical assistance to sub-recipient staff including providing standardized forms

- Inform sub-recipients of Federal and State policies, procedures, and rules that may impact the operations of the program(s), and give assistance as needed to implement them accordingly
- Monitor data entry into the Management Information System (MIS)
- Ensure compliance with all rules, regulations, and procedures issued by all funding sources
- Process payments for selected training expenditures including all occupational skills training, on-the-job training, incumbent worker training, and customized training payments

### **2.3 Roles and Responsibilities of the One-Stop Operator**

The One-Stop Operator (OSO) shall perform the following functions and responsibilities in support of the OSDS:

- The OSO will observe and collect the following data regarding the American Job Centers:
  - Existing referral processes across the OSDS partner programs
  - Effectiveness of existing meaningful access at the comprehensive center
  - Effectiveness of existing collateral for OSDS partner programs
  - Customer satisfaction surveys
- Observations and data collection will be done with the intent of identifying opportunities for improvement. The OSO will make recommendations to WC for:
  - Reducing duplication of services across OSDS partner programs
  - Leveraging program resources to shared customers to the mutual benefit of OSDS partner programs
  - Increasing efficiency, effectiveness, and a seamless service delivery across OSDS partner programs
- Provide operational and logistical support for:
  - Certification process of One-Stop Centers
  - LWDB-convened meetings of OSDS partner programs
  - Cross-training of OSDS partner program staff
  - Other functions to support service integration, as assigned by WC
- Collect information and maintain an online repository on the following:
  - One-Stop Center information, to include:
    - Hours of operation
    - Key and access logs
    - Staffing changes
    - Special site needs
  - Activities at American Job Center, including their calendars of events
  - Standardization of branding across system
  - Other operational functions, as assigned by WC

- In addition to the Direct Personnel, Fringe Benefits and other related costs of this sub-award, the OSO will manage OSDS expenditures set by WC that support system integration, expansion and capacity building activities.
- OSDS expenditures will include but will not be limited to:
  - Travel for System-related initiatives
  - Equipment/Furniture/Signage for WC-designated American Job Centers
  - Consultants/Support Contracts for System-related initiatives

These expenditures will be incurred in one of two ways:

- WC may opt to procure or use an existing procurement and pay for the expenditures. WC will then send an invoice to the OSO to be repaid to WC from contract funds, or
- These expenditures may be required to be procured and paid for by the OSO and billed to the contract. WC will initiate and have final approval regarding all procurement actions conducted by the OSO for OSDS expenditures.

An entity serving as an OSO, that also serves a different role within the OSDS, may perform some or all of these functions when it is acting in its other role, if it has established sufficient firewalls and conflict of interest policies and procedures. The policies and procedures must conform to the specifications in 20 CFR 679.430 for demonstrating internal controls and preventing conflict of interest.

The OSO will not be involved in the design, development, or delivery of career services, nor will the OSO provide direction to any staff on the delivery of career services. The OSO will not perform the following functions:

- Convene OSDS partner programs
- Resolution of customer complaints
- Prepare/submit local plans (as required under sec. 107 of WIOA)
- Oversight of system Memorandum Of Understanding (MOU) and Infrastructure Funding Agreement
- Select/terminate OSDS contractors for Adult, Dislocated Worker, and Youth service providers
- Negotiate local performance accountability measures
- Develop/submit budget for activities of the LWDB in the local area

## **2.4 One-Stop Partner Programs**

The role of the OSO will be to interact with the seventeen (17) partner programs of the OSDS including:

- Adult, Dislocated Worker, and Youth formula programs under Title I of WIOA
- Adult Education and Family Literacy Act programs under Title II
- Wagner-Peyser Employment Services programs under Title III
- Rehabilitation Act programs under Title IV
- Carl Perkins Career and Technical Education
- Community Services Block Grant
- Indian and Native American programs
- HUD Employment and Training programs
- Job Corps
- Local Veterans Employment Representatives and Disabled Veterans Outreach Program
- National Farmworker Jobs Program
- Senior Community Service Employment Program Title V
- Temporary Assistance for Needy Families
- Trade Adjustment Assistance programs
- Unemployment Compensation programs
- YouthBuild
- Second Chance Act Programs

## **2.5 Roles and Responsibilities of the ADW and Youth Sub-Recipients**

Sub-recipient roles and responsibilities may include, but are not limited to, the following:

- Work collaboratively with WC, OSO, and other community partners in the expansion of the Southern Nevada Workforce Development System
- Community outreach to recruit participants
- Comply with all terms and conditions of sub-award agreement for the delivery of services
- Deliver program services in accordance with the negotiated scope of work and budget
- Deliver services to employers, as part of an integrated business services model, along with DETR and other partners, in accordance with the negotiated scope of work and budget
- Guarantee that all program services provided are readily accessible to individuals eligible for participation
- Participate in system-wide training and staff development opportunities including population specific sensitivity training, customer service training, leadership development opportunities, etc.



- Provide internal monitoring and oversight of all program activities and requirements
- Participate and attend any community events as directed by WC
- In coordination with the integrated business services team at the Employ NV Business Hubs, organize and execute job fairs, career fairs, and hiring events as directed by WC

## **2.6 Responsibility Revisions**

The roles and responsibilities of WC and the Sub-Recipient may be refined and changed as:

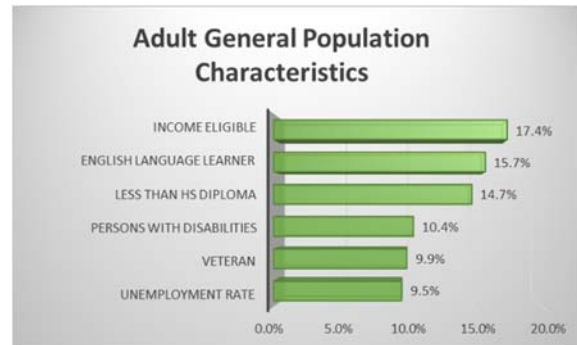
- Federal and State law or requirements are enacted and implemented covering the workforce development system
- Regulations and procedures are developed or changed by DOL
- WC’s governing boards adopt local direction and procedures
- WC develops and coordinates strategic initiatives for the SNWDA

## **SECTION 3: PROGRAM DESCRIPTION**

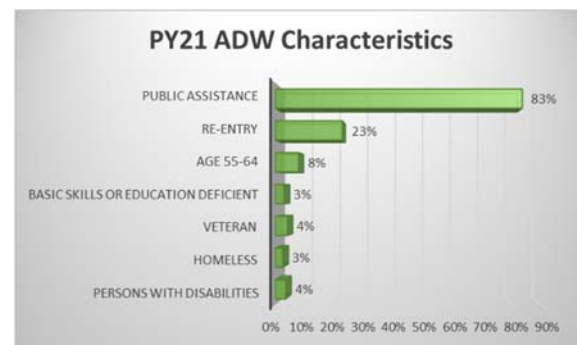
### **3.1 Statement of Need**

WC, the administrative entity for the Local Workforce Development Board, seeks proposals from organizations to administer WIOA Title I Employment and Training services (One-Stop Operator, Adult, Dislocated Worker, and Youth) in the Southern Nevada Local Workforce Development Area within a network of American Job Centers. The area is comprised of Clark, Esmeralda, Lincoln, and Nye Counties, including Boulder City, Henderson, Las Vegas, and North Las Vegas. The area is currently served by a network of American Job Centers including: a comprehensive center; Employ NV Career Hubs; Employ NV Youth Hubs; Employ NV Business Hubs; and rural offices located in Nye (serving Nye and Esmeralda) and Lincoln County. During Program Year 2021 (July 1, 2021, through June 30, 2022), WC continued its integration efforts through partnerships with DETR, Department of Health and Human Services (DHHS) Temporary Assistance for Needy Families (TANF), city and county governments, local chambers of commerce, community colleges, local school districts, and library districts. The goal is to provide WIOA Title I services from within American Job Centers alongside the other WIOA system partners as well as to provide services to employers in an integrated setting with system partners. The local system operates under the common identifier (branding): Employ NV. The American Job Centers are branded as: Employ NV Career Hub; Employ NV Business Hub; and Employ NV Youth Hub.

**Clark County Adult and Dislocated Worker Jobseeker:** Clark County has recovered significantly from its peak unemployment of 31.1 percent in April of 2020 and the unemployment rate for Clark County, 5.2 percent as of May 2022, continues to decline. This translates into about 59,000 unemployed individuals. While unemployment is relatively low, there are areas that struggle with poverty and underemployment. The area has the following characteristics detailed in the Adult General Population Characteristics chart.



The characteristics of the individuals served in the Adult and Dislocated Worker programs include veterans, homeless, persons with disabilities and re-entry populations as detailed in the PY21 Participant Characteristics chart.



Currently, Clark County continues to struggle with an extremely tight labor market where available jobs are more abundant than unemployed individuals to fill vacancies. Beyond the unemployed, there are a significant number of individuals who are under-employed. Data indicates that over the last five years, on average, there have been 255,000 individuals eligible for the Adult program in Clark County who were either on government assistance or low-income. Of these individuals, 33 percent or 83,000 were employed and income-eligible for priority of service. As Nevada continues to diversify and attract a significant number of businesses and industries, alternative labor pools such as the under-employed and re-entry populations represent a significant pool of potential WIOA Title I participants needing training and employment services. Also, labor market participation rates are at 40+ year lows. In Clark County, approximately 86,000 individuals have left the labor force since March 2022 implying a large untapped resource. Although there are many hypotheses about why these workers are not participating in the workforce (e.g., government assistance, issues with daycare, retirement), a study by the National Bureau of Economic Research [https://www.nber.org/system/files/working\\_papers/w29784/w29784.pdf?utm=](https://www.nber.org/system/files/working_papers/w29784/w29784.pdf?utm=) indicates, “The contraction is concentrated among part-time workers and those out of the labor force who would normally prefer at least some part-time work...These are individuals who are normally only marginally attached to the labor force, in the sense that they work infrequently, and when they do, they prefer less than full-time work. During the pandemic, we find that many of these individuals chose to remain out of the labor force and not work at all. We find little variation across demographic groups, save for that the decline in desired work hours appears concentrated among

the less educated.” Accessing this pool of potential workers will require new innovative outreach strategies.

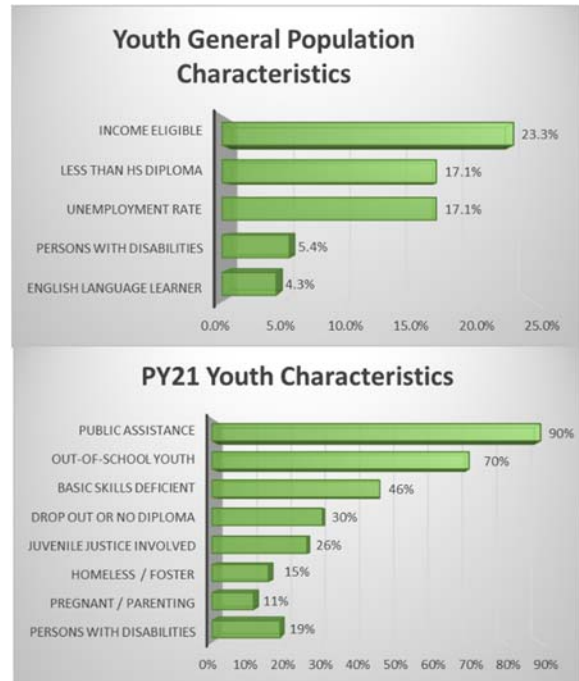
**Re-entry:** For the re-entry population, joblessness, and a lack of formal training and/or education among ex-offenders has been linked to higher recidivism rates. WC believes the best approach to effective re-entry career and training services is a local-led approach that identifies and implements solutions that will assist individuals with becoming productive members of our communities in southern Nevada. Prospective programs must be able to establish effective programming strategies for individuals as well as partnerships in the community to connect employment opportunities, education, and job training for this vulnerable population post-release.

**Clark County Youth Jobseeker:** Clark County has 46,000 disconnected youth. Disconnected youth are youth ages 16-24 who are neither in education nor working. Disconnected youth share many of the same barriers as OSY eligible youth, disconnected youth are: twice as likely to live in poverty as their connected counterparts; nearly three times as likely to have one or more disabilities as connected youth; more than four times as likely to be mothers as connected young women; more than twenty times as likely to be living in institutionalized group quarters (such as correctional facilities or residential health facilities) as their connected peers; more than twice as likely to be living apart from both parents; more than eight times as likely to have dropped out of high school as connected youth.

It is estimated that almost 35,000 disconnected youth are eligible for OSY services. An additional 9,000 disconnected youth who are not eligible for OSY services are expected to be eligible for adult services. Given the tight labor market, disconnected youth are of particular interest as they represent a large pool of untapped potential workers. Accessing this potential pool of workers will require new innovative outreach strategies. In addition to disconnected youth, there are an additional 30,000 youth who are employed that meet ISY eligibility. These youth like would benefit from post-secondary training.

Clark County has an estimated 22,000 youth ages 14-21 who are eligible for ISY services. Of those ISY eligible, 9,000 are considered system impacted. System impacted youth are low-income youth who are either: subject to JJS; homeless, foster, or runaway; pregnant or parenting; or an individual with a disability. Over half 5,500 are concentrated in 14 high schools. Approximately 5.9% of all youth attending school in Clark County are systems impacted. The local area currently has a waiver to increase the number of ISY served to 50%.

The area has the following characteristics detailed in the Youth General Population Characteristics chart. The characteristics of the individuals served in the Youth program include OSY, homeless, persons with disabilities and re-entry populations as detailed in the PY21 Participant Characteristics chart.



**Multi-generational Jobseeker:** Access to stable employment with adequate pay is critical for families’ stability and livelihood. Children who grow up in poverty tend to do worse in school, have poorer health outcomes, and do worse in the labor market as adults than children who do not. The absence of work is associated with high poverty rates for households, although nearly 40 percent of households in poverty are working. These data demonstrate the importance of helping parents access good jobs that pay family-sustaining wages. Such jobs increasingly require education beyond high school, suggesting the need to help people access not only jobs but education and training as well. The public workforce system helps job seekers access training and jobs and can contribute to the economic stability of children, yet we know little about how the system meets families’ needs. Nearly all ISY and approximately 15% of OSY have a family member who would benefit from employment and training services reinforcing the need for multi-generational strategies to address local challenges.

“Youth ages 18 to 25 in Nevada also reported experiencing serious mental illness in the past year at rates higher than respondents ages 26 or older (roughly 8% compared to 4%).”

In addition, the unemployment rate for youth tended to be higher than the rate for older adults. In 2019, before the pandemic, approximately 10% percent of Nevada’s workforce ages 20 to 24 was unemployed. This was higher than the unemployment rate for any older age group and higher than the statewide average 2019 unemployment rate of 4%. In 2020 during the pandemic, the youth unemployment rate increased to nearly 23%.

<https://www.unr.edu/nevada-today/news/2022/guinn-center-youth-outcomes>

Young workers who now have jobs may decide to postpone enrolling or returning to classrooms in the fall. In Nevada, there were 100,062 students enrolled in NSHE’s colleges and universities this spring, reflecting a 5 percent decrease (or 5,000 students) from spring 2020 enrollment. Nevada’s community college reported the biggest declines: the College of Southern reported a decline of 13 percent; “Nevada’s three other community colleges saw enrollment drops [...]

ranging from 7 to 12 percent.” The opportunity for youth to more easily secure employment suggests that Nevada’s local educational leaders will need to explore ways to allow young workers to more easily connect to short-term, accelerated opportunities at community colleges in order to gain new skills (or re-skill). <https://thenevadaindependent.com/article/a-reversal-of-fortunes-youth-in-nevada-may-benefit-from-current-labor-market-dynamics>

**System Impacted Youth:** System impacted youth are youth who are either: former or current foster youth; homeless; Juvenile Justice involved; or have a disability. It is estimated that Clark County has 60,800 youth or approximately 22% ages 14-24 who are systems impacted.

At any given time, there are approximately 440 active foster youth within the system ages 14-17 with approximately 700 between the ages of 18-24 who have aged out. These youth face a variety of challenges; the top removal reasons for youth in foster care are:

- Neglect 66.2%
- Emotional abuse 11.3%
- Domestic violence 9.7%
- Parents cannot cope 8.1%
- Incarceration of parents 5.9%

Las Vegas has the highest rate of unsheltered unaccompanied youth in the nation. There are approximately 1,081 unaccompanied and unsheltered homeless youth ages 18-24. For all ages, it is estimated that there are 1,295 homeless and unaccompanied youth in Clark County. Homeless youth face unique challenges such as:

- 44% exit the juvenile justice system to unstable housing conditions
- 33% of homeless teens are sexually victimized within 48 hours of leaving home
- 33% of homeless youth report exchanging sex for food or shelter

The leading reasons youth report they are homeless are: kicked out of the house, emotional abuse, and conflict or fight with parent or guardian.

JJS involved youth represent approximately 15% of the youth ages 14-24 or 42,400 youth.

The top 5 reasons for referral are:

- Battery
- Possession of marijuana
- Affray/fighting
- Petit larceny
- Violation of probation

Approximately half of JJS involved youth have more than one referral to the system.

Youth with a disability have difficulties performing activities due to a physical, mental, or emotional condition. The extent to which a youth is limited by a disability is heavily dependent on the social and physical environment in which he or she lives. According to the U.S. Department of Education, more than six million children with disabilities receive special education and related services annually through their school system. As children with disabilities approach adulthood, they may have difficulties living independently or fulfilling work responsibilities without sufficient accommodations.

In Clark County there are approximately 16,000 youth ages 14-24 with a disability. The type of disability is as follows:

- Cognitive difficulty 50.6%
- Hearing difficulty 8.7%
- Vision difficulty 18.3%
- Ambulatory difficulty 9.3%
- Self-care difficulty 13.1%

Of the 10,200 individuals in Clark County ages 18-24 with a disability, about 5,200 have a cognitive or intellectual disability. And of these, roughly 11 percent (or 570) likely have a severe or profound disability. Support for individuals with intellectual disabilities are typically in four settings: integrated employment, community-based non-work, facility-based work, and facility-based non-work. Integrated employment includes services that are provided in a community setting and involve paid employment of the participant. Community-based non-work is defined as non-job-related supports focusing on community involvement, such as volunteering at a library or museum. Facility-based employment includes “vocational services provided in settings where most people have a disability and receive continuous job-related supports and supervision.” Examples include sheltered work, work activity services, or extended employment programs. Facility-based non-work (also referred to as day habilitation or medical day care programs) includes non-paid services in a setting where most participants have a disability.

**Esmeralda, Nye, and Lincoln County ADW Jobseeker:** The rural areas of Southern Nevada, which include Esmeralda, Lincoln, and Nye Counties, pose unique challenges to workforce development. These areas are separated by large distances and are not serviced by public transportation, have a limited number of employers, and lack the social services infrastructure commonly found in urban areas. Although these areas escape some of the problems found in large metropolitan areas such as Clark County, there are still areas of low income and individuals who are underemployed. Currently there are approximately 1,400 underemployed individuals in Nye and Esmeralda County and 75 in Lincoln County. These communities require a different approach to sustain and develop employment opportunities for residents during and after the COVID-19 pandemic. The unemployment rate for Nye County is 4.8 percent and is 3.0 percent for Lincoln County. The county of Esmeralda will be served through the Nye County Cluster.

**Esmeralda, Nye, and Lincoln County Youth Jobseeker:** Nye and Esmeralda County have approximately 800 disconnected youth and 1,100 youth eligible for OSY services. Lincoln County has approximately 125 disconnected youth and 180 youth eligible for OSY services.

Nye and Esmeralda County have approximately 360 youth who are ISY eligible with 150 youth who are system impacted. Lincoln County has approximately 40 youth who are ISY eligible with 15 youth who are system impacted.

**Employers:** Since 2017, Southern Nevada has made progress in diversifying its economy by growing employment in the above target industries. Certain industries, such as Emerging Technology (+89%) and Logistics, Manufacturing, and Supply Chain Management (+61%), have significantly grown their share of total employment in Southern Nevada. Overall, between 2011 and 2017 employment in these target industries grew by about 20%, though their overall share of total employment in the region remained relatively flat (about 56%).

By 2019, these new target industries represented slightly more than 33% of total employment in Southern Nevada and, despite the pandemic, this number reached almost 35% in 2020. While this share is smaller than the previous set of target industries, this is largely due to the exclusion of gaming, tourism, and hospitality from the new target industries. Gaming, tourism, and hospitality will continue to play a prominent role in the region's economy due to the comparative advantage Southern Nevada has in this industry over other regions of the United States. However, the region will need to create programs and initiatives, such as workforce development partnerships, which make Southern Nevada a competitive location for businesses in the new target industries.

In alignment with the identified State sectors and demand occupations, Southern Nevada has identified local priorities. In October 2019, the Las Vegas Global Economic Alliance, in partnership with the Vegas Chamber and Workforce Connections, released a new Workforce Blueprint that built on the foundation of the inaugural Workforce Blueprint that LVGEA commissioned in 2017. This analysis highlighted in-demand occupations aligned with the region's target industries, providing a basis upon which economic and workforce development partners would work in tandem to address some of the region's most pressing workforce supply challenges.

In the time since this analysis was completed, Southern Nevada's economy, along with economies throughout the world, have experienced tremendous shocks and shifts as a result of the COVID-19 pandemic, which was especially challenging for regions in which a significant part of their economy and workforce are reliant upon industries essentially shuttered for extended periods of time. However, two years after the start of the pandemic, economic output throughout the world is once again on the rise. Southern Nevada in particular, is experiencing an economic resurgence, setting a new record for yearly job creation in 2021 and establishing a new set of target industries that regional partners led by LVGEA, are working on to continue diversifying and strengthening the regional economy.

The target industries identified in the 2022 Workforce Blueprint are:

- General and Advanced Manufacturing
- Creative Industries
- Information and Communication Technologies
- Transportation and Logistics Technologies
- Business and Financial Services
- Healthcare Services
- Clean Technologies

Through the 2022 Workforce Blueprint, 422 occupations were identified as having a direct link to LVGEA target industries, as identified in LVGEA's 2021 Target Industry Validation Study. In addition to calculating overall occupational rankings, this analysis also included a comparison to high-demand occupations outlined in the 2019 Workforce Blueprint to identify how and to what extent occupational demand may have shifted among industries. A full list of the top 100 high-demand occupations for Southern Nevada is included in the 2022 Workforce Blueprint. The report can be accessed at <https://lvgea.org/data-and-research/workforce-blueprint/>

**Adult Eligibility:** An individual must meet the following minimum criteria to be eligible to receive services:

- Be 18 years of age or older
- US citizen or eligible to work in the US
- Comply with Selective Service registration requirements, when appropriate
- Be a Nevada resident

Note: Priority for adult individualized and training services will be given to Veterans, individuals who are receiving public assistance or are low-income, or who are basic skills deficient,

**Dislocated Worker Eligibility:** Dislocated Workers must meet the requirements cited above and one of the following:

- Laid off or terminated, or who has received notice of termination and is unlikely to return to the previous occupation
- Unemployed due to plant closure
- Formerly self-employed
- Displaced homemaker
- Spouse of a member of the Armed Forces on active duty who has experienced a loss of employment as a direct result of relocation in duty station

Note: Documents that confirm an individual's eligibility for WIOA Title I services will be required during the application process. Examples include but are not limited to the following: documents



to verify Right to Work in the United States, driver's license, state identification card, social security card, layoff notice, proof of unemployment benefits, etc.

## **WIOA Title I Adult and Dislocated Worker Services**

WC will select sub-recipient(s) who will deliver WIOA Title I employment and training services within American Job Centers, to unemployed and under-employed Adult and Dislocated Worker populations of Southern Nevada.

Priority for adult individualized and training services will be given to low-income, individuals on public assistance, veterans, re-entry population, adults who are basic skills deficient immigrants who are legal to work and refugees. The WIOA Title I Adult and Dislocated Worker program provides two levels of service. Individuals may receive basic assistance through job referrals and labor market information. More specialized services and job training opportunities are also available for individuals who are in need of such services to obtain in-demand, self-sustaining employment.

A participant may receive all or part of the services identified below based on their individual needs. Basic and individualized career services would be followed by training services. Program services include, but are not limited to, the following:

- **Basic Career Services:** These services must be made available and, at a minimum, must include the following services consistent with allowable program activities and Federal cost principles. Some of the basic career services are considered self-service and informational only and do not require an enrollment. However, services that involve extensive staff time are considered staff-assisted career services and require enrollment in the WIOA Title I program. These include, but are not limited to:
  - Determination of whether an individual is eligible to receive assistance from the adult, dislocated workers, or youth programs under WIOA Title I;
  - Outreach/intake (including worker profiling) and orientation to information and other services available through the one-stop delivery system;
  - Initial assessment of skills levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
  - Labor exchange services including:
    - Job search and placement assistance, and when needed by an individual, career counseling including provision of information on in-demand industry sectors and occupations and provision of information on nontraditional employment; and
    - Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the OSDS;

- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the OSDS and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
  - Job vacancy listings in labor market areas;
  - Information on job skills necessary to obtain the vacant jobs listed;
  - Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including:
  - Child care;
  - Child support;
  - Medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under a State program for Temporary Assistance for Needy Families, and other supportive services and transportation provided through that program.
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.
  - Meaningful assistance means:
    - Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
    - Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
  - The cost associated in providing this assistance may be paid for by the State's unemployment insurance program, or the WIOA adult or dislocated worker programs, or some combination thereof; and

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- **Individualized Career Services:** These services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include the following services, as consistent with program requirements and Federal cost principles. While individualized career services may be offered concurrently, WC requires that an IEP be developed for all individuals in need of individualized career services and be done within five (5) business days of enrollment.
  - Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
    - Diagnostic testing and use of other assessment tools; and
    - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
  - Development of an individual employment plan (IEP), to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers;
  - Group counseling
  - Individual counseling
  - Career planning
  - Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance, and professional conduct services to individuals for unsubsidized employment or training;
    - WC authorizes short-term pre-vocational services that meet the below criteria and prepare program participants with the skills required to enter a career path in any of the industry sectors identified by the Governor as appropriate for consideration as a short-term pre-vocational services.
    - Short-term pre-vocational services are considered “Individualized Career Services” which develop learning skills to prepare an individual for unsubsidized employment or training. Short-term pre-vocational services include, but are not limited to:
      - Learning skills;
      - Communication skills;
      - Interviewing skills;
      - Punctuality;
      - Professional conduct;
      - Personal maintenance skills;
      - Mathematic or language skills at the 12th grade level or lower;
      - Basic computer and software application skills; and

- Any training or class which completes a gap in baseline knowledge for a given industry sector as determined by comprehensive/specialized assessment and the program participant's IEP.
- WC has established that, with the definition of short-term pre-vocational services, the major determinant for the award of pre-vocational services is:
  - Cost of service not to exceed \$1,000;
  - Duration of service not to exceed 40 hours;
  - Services that will lead the program participant to enter into a career path; and
  - Services that will enable a program participant to achieve employment goals.
  - WC staff may identify and determine unique exceptions to the above criteria. Request for special consideration and potential exception may be brought to WC staff in writing by the provider of WIOA Title I services. These exceptions will be evaluated and potentially granted on a case by case basis.
  - Consistent with WC established procurement standards for procurements over \$1,000, small purchase procedures must be used and three (3) or more documented quotes are required. Prices/quotes may be obtained from current price list, catalogs, real time internet research/information, or contact (e.g., fax, e-mail, in person) with potential vendors.
- Internships and work experiences that are linked to career pathways, and linked to in-demand occupations within the LWDA.
- Workforce preparation activities, including programs or services that are designed to help a program participant acquire a combination of basic academic, critical thinking, digital literacy, and self-management skills, including developing competencies in using resources and information, working with others, understanding systems, and obtaining skills necessary to successfully transition to and completion of post-secondary education, training and employment.
- Financial literacy services, including services which:
  - Support the ability of participants to create household budgets, and make informed financial decisions about education, retirement, home ownership, or other savings goals;
  - Support program participants in learning how to manage spending, credit, and debt, including educational loans and consumer credit;
  - Support activities that increase awareness of the availability and significance of credit reports and credit scores in obtaining and maintaining good credit scores;

- Support activities that increase program participant’s ability to understand, evaluate, and compare financial products, services and opportunities, and support activities that address the particular financial literacy needs of non-English speakers, including providing the support through the development and distribution of multilingual financial literacy and education materials.
    - Out-of-area job search assistance and relocation assistance.
    - English language acquisition and integrated education and training programs.
  - **Training Services:** These services are a critical component to the employment success of program participants. Training services are provided to equip individuals to enter the workforce and retain employment. Training programs should be part of a continuum of education and training leading to credential attainment, full time employment, increase earnings, and career advancement.
    - Training services may include the following:
      - Occupational skills training, including training for non-traditional employment (ETPL required);
      - On-the-job training (OJT): training by an employer that is provided to a paid program participant while engaged in productive work in a job that:
        - Provides knowledge or skills essential to the full and adequate performance of the job;
        - Is made available through a program that provides reimbursement to the employer of up to 50% of the wage rate of the program participant, except as provided in Sec. 134 (c) (3) (H) of WIOA, for the extraordinary cost of providing the training and additional supervision related to the training;
        - Is limited in duration as appropriate to the occupation for which the program participant is being trained, taking into account the content of the training, the prior work experience of the program participant, and the IEP of the program participant, as appropriate.
    - Incumbent worker training conducted with a commitment by the employer to retain or avert the layoff of the incumbent worker(s);
    - Programs that combine workplace training with related instruction, which may include cooperative education programs (ETPL may be required);
    - Skill upgrading and retraining (ETPL may be required);
    - Entrepreneurial training;
    - Transitional jobs may include:
      - Time-limited work experiences that are subsidized and are in the public, private, or non-profit sectors for individuals with barriers to employment who are chronically unemployed and/or have an inconsistent work history;
      - Are combined with comprehensive employment and support services;

- Are designed to assist program participants with barriers to employment to establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention in unsubsidized employment.
- Job readiness training
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with services
- Customized training:
  - Conducted with a commitment by the employer to employ an individual upon successful completion of training;
  - Is designed to meet the special requirements of an employer (including a group of employers);
  - For which the employer pays for a significant cost of the training as determined by the LWDB.

**Out-of-School Youth Eligibility:** An individual must be between the ages of 16 to 24 years old at enrollment and meet the following criteria:

- US citizen or eligible to work in the US
- Comply with Selective Service registration requirements, when appropriate
- Be a Nevada resident
- Be out-of-school as defined by Nevada State law
- And one or more of the following:
  - School dropout
  - Youth who is within the age of compulsory school attendance, but has not attended school for a least the most recent complete school year calendar
  - A high school graduate or equivalent who is a low-income individual and is either basic skills deficient or an English language learner
  - An individual who is subject to the juvenile or adult justice system
  - A homeless individual
  - Pregnant or parenting
  - Individual with a disability
  - Low-income individual who requires additional assistance to enter or complete an education program or secure or hold employment

**In-School Youth Eligibility:** An individual must be between the ages of 14 to 21 years old at enrollment and meet the following criteria:

- US citizen or eligible to work in the United States
- Comply with Selective Service registration requirements, when appropriate
- Be a Nevada resident
- Attending school as defined by Nevada State law, including secondary and postsecondary education

- A low-income individual and meets one or more of the following:
  - Basic skills deficient
  - English language learner
  - An individual who is subject to the juvenile or adult justice system
  - A homeless individual
  - Pregnant or parenting
  - Individual with a disability
  - Low-income individual who requires additional assistance to enter or complete an education program or secure or hold employment

**WIOA Youth Elements:** WC intends to fund programs that help empower youth with the education and skills necessary to overcome obstacles and optimize employment and training opportunities. Furthermore, through training and education, youth participants will be empowered to find and maintain employment as they advance in the workforce. Programs funded by WC will contribute to an increase in the number of youth successfully engaged in a career pathway closely linked to labor market needs; forge strong connections between community youth programs, academic and occupational skills learning; and provide a holistic approach to the development of youth. Services must be tailored to meet the specific needs of the individual and may include, but are not limited to, the following:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
- Alternative secondary school services
- Paid and unpaid work experiences
- On-the-job training
- Pre-apprenticeship activities
- Internships and job shadowing
- Occupational skills training
- Education offered concurrently with workforce preparation activities
- Leadership development
- Supportive services
- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling
- Financial literacy
- Entrepreneurial training
- Labor market and employment information about in-demand industry sectors
- Activities that help youth prepare for and transition to postsecondary education and training

**Services to Employers:** The collaborative efforts of DETR and WC have resulted in a more synergistic approach to the delivery of integrated services to employers throughout Southern Nevada and will extend the opportunity to provide services through a variety of mechanisms. As Title I and III (Wagner-Peyser) staff continue to work together to grow collaborative efforts, employers benefit by receiving a comprehensive menu of services available to assist with their employment requirements. As a result of these collaborations the Employ NV Business Hubs were created to help businesses better connect to all the resources available through the OSDS. The hubs are a coordinated effort between WC, DETR, the Nevada Department of Business and Industry, the Vegas Chamber, the Las Vegas-Clark County Library District, Henderson Public Libraries, City of North Las Vegas, and City of Henderson.

Conveniently located inside Vegas Chamber, Sahara West Library, Green Valley Library, Mesquite Library, North Las Vegas City Hall, and Henderson City Hall, the Business Hubs are steps away from services and other resources geared at supporting businesses. Staffed with workforce development professionals who help employers with recruiting, hiring, training, talent development, and more, the hubs provide businesses access to a suite of high-impact services including business tools and workforce development. Services include:

- Talent recruitment
  - Access to job postings in EmployNV.Gov
  - Customized recruitment campaigns and specialized hiring events
  - Testing job candidates by providing them work experience opportunity
- Financial incentives
  - Employer incentives for hiring and on-the-job training activities
  - No-cost assistance with talent recruitment
- Access to funding and/or additional resources
  - Access to capital through local banks
  - Access to alternative loan programs for businesses
  - Connecting with advisors to help guide or develop business plans
  - Consulting services for talent retention strategies

**Services to Employers Requirements:** WC requires the respondent to provide staffing for the Employ NV Business Hubs. The staffing consists of:

- Two Director of Workforce Development positions in the Clark County ADW Service Cluster. These positions will be staffed by people with deep knowledge of workforce systems and economic development. These positions are embedded within Vegas Chamber and the Las Vegas Global Economic Alliance.
- Title I Service Providers for all Service Clusters (Youth and Adult) operating within Clark County will be expected to coordinate job development, business engagement activity, and staff presence at each of the Employ NV Business Hubs.



**Challenges:** WC sees the following challenges in the near term:

- Adjust for shifting social/economic climates
- Mitigate finite resources in the OSDS
- Meet rapidly changing needs of the local labor market
- Raise levels of soft-skills, critical thinking, problem solving, emotional intelligence
- Increase competency-based models for specific skill sets
- Improve outreach and retention strategies
  - Labor participation rates continuing to decline
  - Access to virtual service delivery (i.e., digital divide)
  - Developing and implementing new strategies for outreach and retention
- Talent acquisition and retention
- Quality and access of services
  - Time to enrollment, service levels, exit strategies, etc.
  - Hours of operation and access points

**Strategies:** The following strategies have been identified by WC for the local area:

- Co-location: Continue transition of WIOA Title I services into American Job Centers, with the other WIOA partner programs/funding streams (Title II – Adult Education, Title III – Wagner-Peyser, Title IV – Vocational Rehabilitation, and Temporary Assistance for Needy Families (TANF))
- Leveraging Resources: Maximize the leveraging of resources through effective referrals, co-enrollments, and partnerships for American Job Centers with no infrastructure cost that would make services more accessible.
- Alternative Labor Pools: Focus on alternative labor pools: re-entry, veterans and eligible spouses, individuals with disabilities, under-employed, disconnected youth, immigrants authorized to work, etc.
- Flexible Scopes: Implement scopes of work that are broad and flexible, that allow service delivery to multiple target populations and focus on our local target industry sectors/occupations.
- High Return on Investment (ROI): Ensure programs demonstrate a measurable high return on investment (ROI).
- Performance Data: Use performance data to determine ROI and make better strategic decisions.

Consistent with the strategies outlined above, WC identifies a need to focus on strategies targeting:

- Family units (i.e., multi-generational strategies)
- Adults who are not participating in the workforce
- Youth who are system impacted
- Disconnected youth

To address challenges and implement the board approved strategy, WC has undertaken several initiatives and established key partnerships. These initiatives and partnerships are tailored to the unique challenges which are present in the local area and are focused on integrating multiple resources and organizations into the Local Workforce Development System. Key partnerships and initiatives form a strong foundation for current and future work. Respondents will be required to be responsive to the initiatives currently underway and those which will be established post-award. Some examples are listed below.

- **Initiatives**

- 2022 Workforce Blueprint
- Southern Nevada's Industry Sector Partnerships
- Regional Collaborations
- ACT Work Ready Communities
- Thriving Communities for a Better Southern Nevada
- Future of Work
- Integrated Business Services to Employers
- Human Centered Design

- **Partnerships**

- Sub-recipients will be required to collaborate with WIOA mandated partners for purposes of providing high-quality services, leveraging resources, and supporting a common vision and process designed to serve both jobseekers and employers. WC will require aligning and streamlining of services in cooperation with WIOA mandated partners.
- Sub-recipients will be required to collaborate, cooperate, and in some cases, co-locate, with a variety of local partners for the purposes of aligning and leveraging services and resources for adults and/or youth programs and initiatives. Local partnerships include but are not limited to: municipalities; library districts; chambers of commerce, school districts; alternative and charter schools; higher education; trades; corrections; juvenile justice; foster care; housing authority; and other system/community-based organizations.

As a regular course of business, respondents will be required to work with key partners on system initiatives as directed by WC. WC maintains key partnerships through individual MOUs, the system MOU and through business engagement. Respondents are not typically expected to enter into MOUs with key partners but are encouraged to build and maintain relationships with community partners (which provide valuable wrap-around supports) and businesses (through job development activities).

The Local Workforce Development System (LWDS) operates under the common identifier (branding): Employ NV. The American Job Centers are branded as Employ NV Career Hub; Employ NV Business Hub; and Employ NV Youth Hub.

WC is soliciting proposals from respondents who can demonstrate the expertise and demonstrated capacity in providing operator functions, employment and training services to individuals, and business services to employers. The proposal must focus on:

- Executing a program that successfully prepares the unemployed, under-employed, individuals with disabilities, homeless, veterans, immigrants, and re-entry populations for careers by aligning their skills with the needs of employers in Southern Nevada.
- Executing operator functions that operationally and functionally support the OSDS, its partners and service providers.
- Providing integrated services to employers (along with DETR and other partners) through the Employ NV Business Hubs.

The selected proposal(s) will demonstrate the organizational capacity to design, scale and execute an evidence-based approach that addresses the unique needs of the LWDS.

### **3.2 Service Cluster Designations**

WC has designated the following Service Clusters in the SNWDA. Each proposal must indicate one (1) and only one service cluster. Respondents can submit multiple proposals. Respondents must indicate the service cluster for which the proposal is being submitted in the Procurement Portal. Please refer to the **Service Cluster Career Coach Seating** attachment for further information on the centers and the number of available seats in each Service Cluster.

- 1) One-Stop Operator Service Cluster**
- 2) Clark County ADW Service Cluster**
- 3) Re-entry Adult Service Cluster**, with an American Job Center (specialized center focused on re-entry) hosted at a primary location in Clark County proposed by the respondent
- 4) Clark County Youth Service Cluster**
- 5) Clark County Systems Impacted Youth Service Cluster**
  - Multi-generational - ADW
- 6) Lincoln County Service Cluster**, which must include:
  - Adult, Dislocated Worker and Youth Services
  - An American Job Center hosted at a primary location in either Caliente or Alamo as proposed by the respondent
- 7) Nye and Esmeralda Counties Service Cluster**, which must include:
  - Adult, Dislocated Worker and Youth Services
  - An American Job Center hosted at a primary location in Pahrump as proposed by the respondent

All Service Cluster locations are subject to change based on the evolving needs of the SNWDA and funding availability. For more details, see **Service Cluster Career Coach Seating** attachment.

### 3.3 Expectations for Locations and Hours of Operation

Qualified respondents to this RFP will be required to provide service at the locations specified in the **Service Cluster Career Coach Seating** attachment, as determined by WC, in accordance with system MOUs and agreements with local entities. Hours of operation at these locations will be determined based upon these agreements and the needs of the system. These hours may be comprised of traditional and non-traditional hours to include evenings and weekends.

### 3.4 Expectations for Branding

The successful respondent(s) will follow the Workforce Connections comprehensive branding guidelines. This is to ensure clear and consistent branding throughout the Local Workforce Development Area. The local system operates under the common identifier (branding): Employ NV. The American Job Centers are branded as: Employ NV Career Hub; Employ NV Business Hub; and Employ NV Youth Hub. Each location will have a mandatory designated branding assigned that will be used for outreach, such as printed materials, email addresses, business cards, and social media. The successful respondent(s) will be required to provide WIOA Title I services under the designated brand for each location, i.e., Employ NV Youth Hub, Employ NV Career Hub, or Employ NV Business Hub. Staff funded by Title I will represent themselves with the appropriate branding and not that of the respondent.

### 3.5 Expectations for System Initiatives

Systemic challenges require systemic responses which lead to systemic opportunities. Accordingly, WC is engaged in systematic solutions which require a myriad of mandated, established, and future partnerships and initiatives to address the education, training, and workforce needs of youth and adult jobseekers and employers. Respondents will be required to be responsive to the initiatives currently underway and those which will be established post-award.

- 1. WIOA Mandated Partners:** WIOA mandates the co-location of services in American Job Centers with the intent of system integration and resources to better serve job seekers and employers. Integration of services is necessary because it is customer focused, not program focused. Awardees will be required to collaborate with WIOA mandated partners for purposes of providing high-quality services, leveraging resources, and supporting a common vision and process designed to serve both jobseekers and employers. WC will require aligning and streamlining of services in cooperation with WIOA mandated partners.
- 2. WC Established Partners:** WC has established a variety of local system-based partnerships to collaborate, cooperate, and in some cases, co-locate, for the purposes of aligning and leveraging services and resources for adults and/or youth programs and initiatives. Key system partnerships include but are not limited to: cities and counties; library districts; chambers of commerce; school districts; alternative and charter schools; higher education; trades; juvenile justice; foster care; housing authority; and other system-based organizations.

As WC continues to expand its system-based partnerships, awardees will be required to adapt and support these initiatives accordingly.

### 3.6 Expectations for Professional Development

Professional Development is an essential component of growth in a continuously changing field of Workforce Development. Professional development examples include, but are not limited to the following:

- TAD Grants - Workforce and Career Development Certification Training (WCDC)
- National Association of Workforce Development Professionals (NAWDP) - Certified Workforce Development Professional (CWDP)
- Center for Credentialing & Education (CCE) - Global Career Development Facilitator (GCDF)
- National Career Development Association (NCDA) - Certified Career Services Provider (CCSP)
- Other Relevant Workforce Development conferences, webinars, certifications, and credentials i.e., Trauma Informed Care, Suicide Prevention, Business Engagement, Customer Service, Youth Development, etc.

Successful respondents must implement professional development plans and keep record of all professional development activities for each WIOA funded staff which is subject to review by WC.

### 3.7 Performance Indicators and Local Benchmarks

Sub-recipients will be subject to all applicable DOL performance indicators standards. See the **Department of Labor (DOL) Performance Indicators** attachment for detailed information on the required outcomes set forth for WIOA.

Respondents (excluding the One-Stop Operator Service Cluster) must propose additional local benchmarks by completing the **Proposed Performance Metrics Form**. During the contract negotiation period, WC reserves the right to negotiate outcomes proposed by respondents. The negotiated benchmarks will be incorporated into the sub-recipient's scope of work.

In addition to the benchmarks proposed by respondents, WC will utilize performance metrics to evaluate program performance at regular intervals throughout the contract period. Performance metrics may include, but are not limited to, the following:

#### **WIOA Title I Adult and Dislocated Worker:**

- Overall expenditure rates
- Expenditure rates for participant costs
- Expenditure rates for OJTs

- Expenditure rates for DWs
- Expenditure rates for Cash Match
- Expenditure rates for Total Match
- Enrollments and enrollment pace
- Training and training-related metrics
- Timely and accurate data entry
- Employment placement metrics including job placements, training-related job placements, wages, etc.
- Other metrics which may indicate quality of placement, likelihood of performance, or otherwise have value for system performance management

*\* All required performance measures, benchmarks, and metrics are subject to change at any time.*

#### **WIOA Title I Youth**

- Overall expenditure rates
- Enrollments and enrollment pace
- Expenditure rates for total work-based learning
- Expenditure rates for work-based salaries and fringe
- Expenditure rates for In-school youth
- Expenditure rates for Cash Match
- Expenditure rates for Total Match
- Training and training-related metrics
- Timely and accurate data entry
- Placement metrics including job placements, postsecondary placements, military placements, training-related job placements, wages, etc.
- Other metrics which may indicate quality of placement, likelihood of performance, or otherwise have value for system performance management

*\* All required performance measures, benchmarks, and metrics are subject to change at any time.*

## **SECTION 4: BUDGETS**

### **4.1 Budget Overview**

The Total Project Expenses of each line-item budget (not including Match, where applicable) must be less than or equal to the estimated total funding available for this RFP for the initial funding period:

<b>Initial Service Period:</b>	July 1, 2023, to June 30, 2024
<b>Type of Sub-Award:</b>	Cost-Reimbursement Sub-Award
<b>Option to Extend (if applicable):</b>	WC reserves the right to offer up to three one-year (twelve month) extensions of the sub-award based on evaluation of the state of the center system, achievement of performance, availability of funds, and capacity of the sub-recipient to meet new or revised goals, objectives and standards of WC

An estimated amount of \$19,400,000 for all Service Clusters combined is available. Annual awards may be adjusted based on availability of funding. Please see the table below.

Service Cluster	Estimated Funding		Enrollments	
	ADW	Youth	ADW	Youth
One-Stop Operator	900,000	300,000	N/A	N/A
Clark County ADW	7,900,000	N/A	948	N/A
Re-entry Adult	1,000,000	N/A	120	N/A
Clark County Youth	N/A	5,000,000	N/A	425
Clark County Systems Impacted Youth	300,000	2,200,000	36	187
Lincoln County	200,000	250,000	24	21
Nye and Esmeralda Counties	700,000	650,000	84	55
<b>Funding for Contracts</b>	<b>\$ 11,000,000</b>	<b>\$ 8,400,000</b>	<b>1,212</b>	<b>810</b>

**Note: If the respondent is submitting a proposal for a service cluster that has ADW and Youth funding, the respondent MUST submit both an ADW Budget and a Youth Budget.**

#### 4.2 One-Stop Operator Service Cluster Budget

The **Budget Form** is a Microsoft Excel file that has a summary page and 7 budget detail pages that require line-item detail, for a total of 8 pages. There are lines identified at the bottom of each budget detail page for a brief description of charges, and each line item is **required** to have a concise description justifying the charges.

There are detailed instructions contained in the budget template as Excel comments that may be revealed by hovering with a computer mouse over the red triangles. The budget summary page is

locked and auto-populates based on information entered on the budget detail pages. All charges must be rounded to the nearest whole dollar.

On the budget summary page identify the name and contact information for the staff person who WC may contact with any questions regarding the budget.

Budgets for this project must include only one full-time position solely dedicated to this project and all related direct and indirect expenses. This position will be expected to handle all components of this project.

#### **4.3 Title I ADW and Youth Service Cluster Budgets**

Each budget form has a summary page and 14 budget detail pages that require line-item detail, for a total of 15 pages. There are lines identified at the bottom of each budget detail page for a brief description of charges, and each line item is **required** to have a concise description justifying the charges. Each budget detail tab should not exceed one printed page including the descriptions.

There are detailed instructions contained in the budget template as Excel comments that may be revealed by hovering with a computer mouse over the red triangles. The budget summary page is locked and auto-populates based on information entered on the budget detail pages. All charges must be rounded to the nearest whole dollar.

On the budget summary page identify the name and contact information for the staff person who WC may contact with questions regarding the budget during negotiations.

#### **4.4 Required Match**

WC requires cost sharing or matching funds as a condition for application. There are two (2) options for satisfying this requirement. The respondent must select one of the two match options on the budget template.

Option 1: **Sub-recipients must provide new cash (funds committed specifically to support this grant project) equivalent to at least two percent (2%) of the non-participant portion of the grant amount as cash “matching” funds. Sub-recipients must also provide additional cash or in-kind matching resources totaling at least three percent (3%) of the non-participant portion of the grant amount, for a total match of at least five percent (5%) of the non-participant portion of the grant award.** The non-participant portion of the budget is defined as all expenses less participant training and supportive services. Please note that neither prior investments nor Federal resources may be counted towards the matching funds threshold, including funds that were originally provided through Federal funding.



Option 2: **Sub-recipients must provide new in-kind matching resources totaling at least eight percent (8%) of the non-participant portion of the grant amount.** The non-participant portion of the budget is defined as all expenses less participant training and supportive services. Please note that neither prior investments nor Federal resources may be counted towards the matching funds threshold, including funds that were originally provided through Federal funding. If this option is chosen, the sub-recipient must have cash on hand equal to 2% of the non-participant portion of the grant amount, when the response is submitted, as well as throughout the life of the grant. The cash on hand does not need to be dedicated to the grant. Every six (6) months during the life of the grant, the sub-recipient may be required to send WC a financial or bank statement that is sufficient to demonstrate compliance with this cash on hand requirement. If a financial or bank statement sent to WC shows that the sub-recipient does not comply with the two percent (2%) cash on hand requirement, the sub-recipient shall be allowed 30 days to return to compliance with this requirement before WC takes any action adverse to the provider based on noncompliance with this requirement.

NOTE: Sub-recipients must make a one-time irrevocable choice in writing between the two options at the start of each sub-award period.

### **General Match Requirements**

To be allowable as part of match, an expenditure must be an allowable charge under the contract. WC will make determinations of allowable costs in accordance with the applicable Federal cost principles, and State and local policies and procedures. It is not sufficient to merely receive and then report money or in-kind donation as match. The funds or resources must be expended on the program for the money or donation to be reported as match. Sub-recipients must track and report match expenditures on the monthly invoice form and the quarterly financial status report, as well as through their internal accounting methods.

WC mandates full compliance with the established match requirement. If WC has determined that a sub-recipient is not meeting the established level of match expenditures, then WC may impose sanctions on the sub-recipient for failure to comply according to WC Policy Admin-010-02, Sanctions and Resolutions for Non-compliance. WC will conduct compliance reviews and/or assessments on no less than a quarterly basis. **Upon review and determination by WC that a sub-recipient has not met its chosen match requirement, WC may at its own discretion disallow reimbursable contract expenditures and/or withheld payments in an amount needed to result in match expenditures totaling the required percentages.**

#### 4.5 Spending Requirements – WIOA Title I ADW Program

1. **WC has established a local area requirement that at least forty percent (40%) of Total Project Expenses must be budgeted and expended on participant services.**

Expenditures that count towards this requirement are as follows: participant training (both provider paid and WC paid) and all supportive services.

On the Adult Budget Form, the following budget tabs comprise Training activities:

- Participant Training (budget tab A. in its entirety)
- Supportive Services (budget tab B-1 in its entirety)
- Training-related supportive services (budget tab B-2 in its entirety)

WC requires full compliance with the established participant services expenditure requirement. If WC has determined that a sub-recipient is not meeting the established level of training expenditures, then WC may impose sanctions on the sub-recipient for failure to comply according to WC Policy Admin-010-02, Sanctions and Resolutions for Non-compliance. WC will conduct compliance reviews and/or assessments on no less than a quarterly basis. Upon review and determination by WC that participant services expenditures are under forty percent (40%) of total expenditures, WC may, at its own discretion, question the amount of non-participant services expenditures needed to result in overall participant services expenditures totaling forty percent (40%). WC may disallow none, part, or all of the questioned costs at its own discretion.

2. **Per section 4.4 Required Match, at least five percent (5%) of non-participant expenditures must be budgeted and expended as match, with at least two percent (2%) of non-participant expenditures coming from cash sources, or at least eight (8%) of the non participant expenditures must be budgeted and expended as total match. Non-participant expenditures on the budget equal Total Project Expenses less tab A Training, tab B-1 Supportive Services, and tab B-2 Training-Related Supportive Services.**

**NOTE:** Each budget has formulas built into the summary page that will flag an error message if the budget does not comply with any of the above listed requirements.

#### 4.6 Spending Requirements – WIOA Title I Youth Program

1. **Due to WIOA Title I regulations, WC requires that at least 30% of Total Project Expenses must be budgeted and expended on work-based learning (WBL) activities.**

Expenditures that count towards this requirement are as follows: on-the-job training, work

experience, pre-apprenticeship training, and salaries and fringe benefits related to the management of WBL activities.

On the Youth Budget Form, the following line items comprise WBL activities:

- On-the-job training (budget tab A. line 2)
- Work experience (budget tab A. line 3)
- Pre-apprenticeship training (budget tab A. line 4)
- Work-based learning salaries\* (budget tab C. lines 1-3)
- Work-based learning fringe benefits\* (budget tab D. lines 1-3)

**\*NOTE:** WBL salaries and fringe benefits may not exceed 30% of the total amount of WBL expenses.

WC requires full compliance with the established WBL expenditure requirement. If WC has determined that a sub-recipient is not meeting the established level of WBL expenditures, then WC may impose sanctions on the sub-recipient for failure to comply according to WC Policy Admin-010-02, Sanctions and Resolutions for Non-compliance. WC will conduct compliance reviews and/or assessments on no less than a quarterly basis. Upon review and determination by WC that WBL expenditures are under 30% of total expenditures, WC may, at its own discretion, question the amount of non-WBL related expenditures needed to result in overall WBL expenditures totaling 30%. WC may disallow none, part, or all of the questioned costs at its own discretion in order to ensure that the SNWDA meets the established requirements.

2. **Per section 4.4 Required Match, at least five percent (5%) of non-participant expenditures must be budgeted and expended as match, with at least two percent (2%) of non-participant expenditures coming from cash sources. Non-participant expenditures on the budget equal Total Project Expenses less tab A Training and tab B Supportive Services.**

**NOTE:** Each budget has formulas built into the summary page that will flag an error message if the budget does not comply with any of the above listed requirements.

## **SECTION 5: REQUIRED PROPOSAL CONTENT AND EVALUATION METHODOLOGY**

The proposal shall clearly demonstrate the respondent's ability to provide the requested services. A responsive proposal is one that complies with the format and content requirements of the RFP. The RFP provides information regarding the format in which proposals must be submitted, the requirements that must be met to be eligible for consideration, the respondents' responsibilities, and the documents to be included.

Proposals will be evaluated by an independent third party and evaluations will be weighted as follows:

- Programmatic Narrative addressing associated prompts. Sections 6.1 – 6.7 (100 percent)

## **SECTION 6: EVALUATION ELEMENTS – PROGRAMMATIC NARRATIVE**

All respondents must respond to the following questions and instructions. Questions must be answered in concise language, using quantifiable measurements whenever possible, and be specific about the role of each collaborator.

Any confidential or proprietary content disclosed in items 6.1 – 6.7 should be noted, and the content should be copied and pasted verbatim from the appropriate prompt into a separate document which will be uploaded within the portal. This document will be used to ensure that proprietary information is not disclosed. Refer to Section 7.4 for more information regarding proprietary limitations.

### **6.1 One-Stop Operator Service Cluster Scoring Prompts**

#### **Executive Summary – 0%**

Provide a brief history of the organization and how it relates to workforce development and providing quality and innovative services that support American Job Centers in alignment with this RFP.

#### **Technical Writing and Process Documentation – 20%**

Describe your organization and staff's current and/or past experience with technical writing and documenting processes.

#### **Communication Strategies – 20%**

Describe your overall knowledge and abilities regarding effective communication strategies with multiple partners from diverse organizations.

#### **Data Collection and Reporting – 20%**

Describe your knowledge and ability to collect and report on data timely and effectively.

#### **Time Management – 15%**

Describe your experience using tools and strategies to prioritize and manage multiple projects with simultaneous deadlines

### **Fiscal and Quality Controls – 25%**

- Describe your internal control framework for both OSO and fiscal activities and how they relate. How will your organization provide management support and quality control for the contract as a whole?
- Describe the qualifications of your fiscal staff to manage Federal grant funds.
- Describe how you ensure that contract invoices are accurate and only contain allowable costs. What quality control processes do you use?

## **6.2 Clark County ADW Service Cluster Scoring Prompts**

### **Executive Summary – 0%**

Provide a brief history of the organization and how it relates to workforce development and providing quality and innovative WIOA Title I services in American Job Centers in alignment with this RFP.

### **Outreach and Recruitment – 10%**

- Describe your outreach strategy and how you will meet enrollment goals. Explain how this is innovative and evidence based. Include any target populations and outreach activities.
- Describe your strategy in working with the WIOA mandated partners in the SNWDA to reach the target populations.

### **Program Design – 25%**

- Describe your overall program design and how a participant moves through the program from Basic Career Services, Individualized Career Services, Training Services, and Follow-Up services.
- Describe how your program design will ensure participants receive timely services. Please attach a customer flow chart with timeframes.
- Describe your process in providing supportive services and explain why it would be effective.
- Describe your experience in engaging productive partnerships with other organizations to facilitate referrals and co-enrollments in other programs for wrap-around services to participants.
- Describe how will you keep participants engaged as they progress through the program.
- Describe how you will adapt and implement services to provide remote and virtual access to participants.
- Describe your process for continued engagement with participants and employers after an individual has been placed into employment.
- Describe how you will measure and continuously improve the experience and success of participants in the program.

**Job Development – 10%**

- Describe your relationship with employers in key industries and the specific roles these employers will play in your program.
- Describe your approach to job placement and how staff will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.

**Customer Experience – 5%**

- Describe how you will measure and continuously improve the customer service experience of the participants in the program.
- Describe your experience in implementing the human-centered design process.

**Performance Management – 20%**

- Describe how you define successful results. Thoroughly describe what your program will achieve and describe past successes you have had in similar projects. How does it all come together to address the workforce development needs of the target populations you are proposing to serve?
- Describe your strategy for understanding, monitoring, and measuring performance indicators and outcomes.
- Describe your quality assurance process.

**Staffing Structure – 10%**

- Describe the staffing structure for this project and how it will support the program. Please attach an organizational chart.
- Describe your process for onboarding and training all staff for the project.
- Describe professional development activities for staff.
- Describe your supervision structure for staff that are in multiple locations.

**Internal and Quality Controls – 15%**

- Describe the qualifications of your fiscal staff to manage Federal grant funds.
- Describe how you monitor and ensure budget compliance.
- Describe your internal control process for both programmatic and fiscal activities. How will they work together to manage the project?
- Describe how you ensure that contract invoices are accurate and only contain allowable costs. What quality control processes do you use?
- Describe the sources of your proposed match. How do these resources help to meet the goals of your program? How do you plan to meet the match requirement if your proposed match falls through?

### **Services to Employers (Employer Services) – 5%**

- Describe your understanding of the role of Title I services and staff within the LWDS.
- Describe your approach to implementing WIOA Title I services to employers collaboratively within the larger LWDS (including WIOA Titles I, II, III, IV, and TANF)
- Describe your approach to each of the following, including your experience, anticipated challenges, and suggested innovations or improvements for each:
  - Serving the needs of specified in-demand, target industries to meet their workforce needs.
  - Serving businesses with a large demand for emerging occupations, or other quality opportunities without “naturally interested” candidate pools.
  - Partnering with employers to provide work-based learning that includes relevant job skills and meaningful work leading to quality jobs.
  - Using technologies to improve the quality and efficiency of services to employers.

### **6.3 Re-Entry Adult Service Cluster Scoring Prompts**

#### **Executive Summary – 0%**

Provide a brief history of the organization and how it relates to workforce development and providing quality and innovative WIOA Title I services in American Job Centers in alignment with this RFP.

#### **Outreach and Recruitment – 10%**

- Describe your outreach strategy and how you will meet enrollment goals. Explain how this is innovative and evidence based. Include any target populations and outreach activities.
- Describe your strategy in working with the WIOA mandated partners in the SNWDA to reach the target populations.

#### **Program Design – 30%**

- Describe your overall program design and how a participant moves through the program from Basic Career Services, Individualized Career Services, Training Services, and Follow-Up services.
- Describe how your program design will ensure participants receive timely services. Please attach a customer flow chart with timeframes.
- Describe your process in providing supportive services and explain why it would be effective.
- Describe your experience in engaging productive partnerships with other organizations to facilitate referrals and co-enrollments in other programs for wrap-around services to participants.
- Describe how will you keep participants engaged as they progress through the program.

- Describe how you will adapt and implement services to provide remote and virtual access to participants.
- Describe your process for continued engagement with participants and employers after an individual has been placed into employment.
- Describe how you will measure and continuously improve the experience and success of participants in the program.

### **Job Development – 15%**

- Describe your relationship with employers in key industries and the specific roles these employers will play in your program.
- Describe your approach to job placement and how staff will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.

### **Customer Experience – 5%**

- Describe how you will measure and continuously improve the customer service experience of the participants in the program.
- Describe your experience in implementing the human-centered design process.

### **Performance Management – 15%**

- Describe how you define successful results. Thoroughly describe what your program will achieve and describe past successes you have had in similar projects. How does it all come together to address the workforce development needs of the target populations you are proposing to serve?
- Describe your strategy for understanding, monitoring, and measuring performance indicators and outcomes.
- Describe your quality assurance process.

### **Staffing Structure – 10%**

- Describe the staffing structure for this project and how it will support the program. Please attach an organizational chart.
- Describe your process for onboarding and training all staff for the project.
- Describe professional development activities for staff.
- Describe your supervision structure for staff that are in multiple locations.

### **Internal and Quality Controls – 15%**

- Describe the qualifications of your fiscal staff to manage Federal grant funds.
- Describe how you monitor and ensure budget compliance.



- Describe your internal control process for both programmatic and fiscal activities. How will they work together to manage the project?
- Describe how you ensure that contract invoices are accurate and only contain allowable costs. What quality control processes do you use?
- Describe the sources of your proposed match. How do these resources help to meet the goals of your program? How do you plan to meet the match requirement if your proposed match falls through?

## 6.4 Clark County Youth Service Cluster Scoring Prompts

### Executive Summary – 0%

Provide a brief history of the organization and how it relates to workforce development and providing quality and innovative WIOA Title I services in American Job Centers in alignment with this RFP.

### Outreach and Recruitment – 10%

- Describe your outreach strategies and experience recruiting, engaging, and enrolling perspective youth between the age of 16-24 who are In-School, Out of School, and Systems Impacted to include homeless/runaway, justice-involved, foster, pregnant or parenting, dropouts, and/or youth with disabilities. Include the following:
  - Indicate what priority groups will be targeted and the strategy to recruit those specific groups.
  - Explain how your outreach and recruitment process will promote diversity, equity, and inclusion and build trust between your organization and the community.
  - How will your organization coordinate referrals of youth from key system partners and other community organizations?
  - Describe your plan to utilize technology to interact and recruit using virtual services and social media.

### Program Design – 30%

- **Intake and Assessment**
  - Describe your intake process and experience including key components such as an initial assessment, eligibility determination, and other assessments used to guide the individual service strategy.
  - Identify what assessment tools and explain how they will be effective to assess academic, employability, occupational interest, aptitude and skill levels, supportive services, and personal development needs.
  - Describe your referral process for youth determined not eligible for WIOA Title I Services.

- **Individual Service Strategy (ISS)**
  - Describe your strategies and experience for developing a detailed ISS including proper guidance and access to available services, incorporation of needs and assessment results, and attainment of key performance indicators.
  - Describe your strategies and experience connecting youth with supportive services and community resources that help meet ongoing basic needs (e.g., housing, transportation, food, mental health), both during the program and follow-up.
  - Describe your strategies and experience in engaging parents and/or families during the development of key goals for younger youth.
- **Case Management**
  - Describe your case management methodology and experience for both in-school and out-of-school youth. Include the following:
    - Describe your participant engagement plan including specific populations, program services, and follow-up services.
    - Describe how career coaches will monitor and measure the progression and attainment of established goals for each youth.
    - Describe the specific strategies career coaches will use during follow-up services for at least 12-months after exiting the program.
  - Describe your strategies and experience delivering services timely? Please attach a customer flow chart with timeframes, key steps, and milestones.
- **Program Elements**

Describe your strategy and experience for providing the WIOA 14-elements and how they will be incorporated in your program design ensuring services are available and accessible. Include key vendors or community partners.

**Work-based Learning and Career Pathway Approach – 10%**

- Describe your approach and experience providing effective work-based learning opportunities that addresses the interest and skills gap for each youth.
- Describe your experience and how you will provide guidance to participants in high-demand sectors and industries in Southern Nevada.
- Describe your experience and how you will connect youth to career pathways that lead to post-secondary degrees and/or industry recognized certifications.

**Job Development – 10%**

- Describe your experience and approach to job development and how career coaches will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.

- Describe your experience and approach collaborating with employers to provide quality work-based learning opportunities which includes work experiences, internships, work readiness, placement, and mentoring activities. Include current or proposed employer partnerships.

### **Youth's Voice - 5%**

Describe your experience and how your organization will establish effective youth leadership activities and incorporate youth voices and feedback into your overall program design.

### **Customer Experience – 5%**

Describe how you will measure and continuously improve the customer service experience of the youth in your program.

### **Performance Management – 10%**

- Describe how your organization define and measure successful results beyond the WIOA performance indicators. Include leading performance indicators and past performance and/or successes.
- Describe your quality assurance process (can include a flow chart or visual aids).
- Describe your strategy for understanding, monitoring, and measuring youth program operations and connections to performance indicators and outcomes.

### **Staffing Structure – 10%**

- Describe the staffing structure for this project and how it will support the program.
- Describe your process for onboarding and training all staff for the project.
- Describe professional development activities for staff.
- Describe your supervision structure for staff that are in multiple locations.

### **Internal and Quality Controls – 10%**

- Describe the qualifications of your fiscal staff to manage Federal grant funds.
- Describe your experience and approach monitoring and ensuring budget compliance.
- Describe your internal control process for both programmatic and fiscal activities. How will they work together to manage the project?
- Describe how you ensure that contract invoices are accurate and only contain allowable costs. What quality control processes do you use?
- Describe the sources of your proposed match. How do these resources help to meet the goals of your program? How do you plan to meet the match requirement if your proposed match falls through?

## 6.5 Clark County Systems Impacted Youth Service Cluster Scoring Prompts

### **Executive Summary – 0%**

Provide a brief history of the organization and how it relates to workforce development and providing quality and innovative WIOA Title I services in American Job Centers in alignment with this RFP.

### **Outreach and Recruitment – 10%**

- Describe your outreach strategies and experience recruiting, engaging, and enrolling perspective youth between the age of 16-24 who are In-School, Out of School, and Systems Impacted to include homeless/runaway, justice-involved, foster, pregnant or parenting, dropouts, and/or youth with disabilities. Include the following:
  - Describe your experience and results serving the identified populations of systems impacted youth.
  - Explain how your outreach and recruitment process will promote diversity, equity, and inclusion and build trust between your organization and the community.
  - Describe your strategy to promote availability of services to parents and/or families that may qualify for Adult and Dislocated services (ADW).
  - How will your organization coordinate referrals of youth from key system partners and other community organizations?
  - Describe your plan to utilize technology to interact and recruit using virtual services and social media.

### **Program Design – 30%**

- **Intake and Assessment**
  - Describe your intake process and experience including key components such as an initial assessment, eligibility determination, and other assessments used to guide the individual service strategy.
  - Identify what assessment tools and explain how they will be effective to assess academic, employability, occupational interest, aptitude and skill levels, supportive services, and personal development needs.
  - Describe your referral process for youth and adults determined not eligible or suitable for WIOA Title I Services.
- **Individual Service Strategy (ISS)**
  - Describe your strategies and experience for developing a detailed ISS including proper guidance and access to available services, incorporation of needs and assessment results, and attainment of key performance indicators.
  - Describe your strategies and experience connecting youth, adults, and families with supportive services and community resources that help meet ongoing basic needs (e.g.,

- housing, transportation, food, mental health, childcare), both during the program and follow-up.
- Describe your strategies and experience in engaging parents and/or families during the development of key goals for younger youth.
- **Case Management**
  - Describe your case management methodology and experience for both in-school and out-of-school youth. Include the following:
    - Describe your strategy to eliminate barriers and social determinates that your targeted systems impacted youth face related to education, employment, and training. Use specific examples of successful outcomes.
    - Describe your participant engagement plan including specific populations, program services, and follow-up services.
    - Describe how you would implement a 2-gen or 3-gen approach to your youth program that serves the entire family.
    - Describe how career coaches will monitor and measure the progression and attainment of established goals for each youth.
    - Describe the specific strategies career coaches will use during follow-up services for at least 12-months after exiting the program.
  - Describe your strategies and experience delivering services timely? Please attach a customer flow chart with timeframes, key steps, and milestones.
- **Program Element and Career Services**
  - Describe your strategy and experience for providing the WIOA 14-elements and how they will be incorporated in your program design ensuring services are available and accessible. Include key vendors or community partners.
  - What additional program design elements will be incorporated to heighten engagement, participation, and retention of the targeted systems impacted youth.
  - Describe your strategy and experience for providing Basic Career Services, Individualized Career Services, Training Services, and Follow-Up services for ADW participants.

**Work-based Learning and Career Pathway Approach – 10%**

- Describe your approach and experience providing effective work-based learning opportunities that addresses the interest and skills gap for each youth.
- Describe your experience and how you will provide guidance to participants in high-demand sectors and industries in Southern Nevada.
- Describe your experience and how you will connect youth to career pathways that lead to post-secondary degrees and/or industry recognized certifications.

**Job Development – 10%**

- Describe your experience and approach to job development and how career coaches will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.
- Describe your experience and approach collaborating with employers to provide quality work-based learning opportunities which includes work experiences, internships, work readiness, placement, and mentoring activities. Include current or proposed employer partnerships.

### **Youth's Voice – 5%**

Describe your experience and how your organization will establish effective youth leadership activities and incorporate youth voices and feedback into your overall program design.

### **Customer Experience – 5%**

Describe how you will measure and continuously improve the customer service experience for the participants in your program.

### **Performance Management - 10%**

- Describe how your organization define and measure successful results beyond the WIOA performance indicators. Include leading performance indicators and past performance and/or successes.
- Describe your strategy to ensure coordination of services among various funding.
- Describe your quality assurance process (can include a flow chart or visual aids).
- Describe your strategy for understanding, monitoring, and measuring ADW and youth program operations and connections to performance indicators and outcomes.

### **Staffing Structure – 10%**

- Describe the staffing structure for this project and how it will support the program.
- Describe your process for onboarding and training all staff for the project.
- Describe professional development activities for staff.
- Describe your supervision structure for staff that are in multiple locations.

### **Internal and Quality Controls – 10%**

- Describe the qualifications of your fiscal staff to manage Federal grant funds.
- Describe your experience and approach monitoring and ensuring budget compliance.
- Describe your internal control process for both programmatic and fiscal activities. How will they work together to manage the project?
- Describe how you ensure that contract invoices are accurate and only contain allowable costs. What quality control processes do you use?

- Describe the sources of your proposed match. How do these resources help to meet the goals of your program? How do you plan to meet the match requirement if your proposed match falls through?

## 6.6 Lincoln County Service Cluster Scoring Prompts

### **Executive Summary – 0%**

Provide a brief history of the organization and how it relates to workforce development and providing quality and innovative WIOA Title I services in American Job Centers in alignment with this RFP.

### **Adult and Dislocated Worker**

- **Outreach and Recruitment – 5%**
  - Describe your outreach strategy and how you will meet enrollment goals. Explain how this is innovative and evidence based. Include any target populations and outreach activities.
  - Describe your strategy in working with the WIOA mandated partners in the SNWDA to reach the target populations.
- **Program Design – 17%**
  - Describe your overall program design and how a participant moves through the program from Basic Career Services, Individualized Career Services, Training Services, and Follow-Up services.
  - Describe how your program design will ensure participants receive timely services. Please attach a customer flow chart with timeframes.
  - Describe your process in providing supportive services and explain why it would be effective.
  - Describe your experience in engaging productive partnerships with other organizations to facilitate referrals and co-enrollments in other programs for wrap-around services to participants.
  - Describe how will you keep participants engaged as they progress through the program.
  - Describe how you will adapt and implement services to provide remote and virtual access to participants.
  - Describe your process for continued engagement with participants and employers after an individual has been placed into employment.
  - Describe how you will measure and continuously improve the experience and success of participants in the program.

- **Job Development – 8%**
  - Describe your relationship with employers in key industries and the specific roles these employers will play in your program.
  - Describe your approach to job placement and how staff will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.
  
- **Customer Experience – 3%**
  - Describe how you will measure and continuously improve the customer service experience of the participants in the program.
  - Describe your experience in implementing the human-centered design process.
  
- **Performance Management – 8%**
  - Describe how you define successful results. Thoroughly describe what your program will achieve and describe past successes you have had in similar projects. How does it all come together to address the workforce development needs of the target populations you are proposing to serve?
  - Describe your strategy for understanding, monitoring, and measuring performance indicators and outcomes.
  - Describe your quality assurance process.
  
- **Staffing Structure – 5%**
  - Describe the staffing structure for this project and how it will support the program. Please attach an organizational chart.
  - Describe your process for onboarding and training all staff for the project.
  - Describe professional development activities for staff.
  - Describe your supervision structure for staff that are in multiple locations.

## **Youth**

### **Outreach and Recruitment – 5%**

- Describe your outreach strategies and experience recruiting, engaging, and enrolling perspective youth between the age of 16-24 who are In-School, Out of School, and Systems Impacted to include homeless/runaway, justice-involved, foster, pregnant or parenting, dropouts, and/or youth with disabilities. Include the following:
  - Indicate what priority groups will be targeted and the strategy to recruit those specific groups.
  - Explain how your outreach and recruitment process will promote diversity, equity, and inclusion and build trust between your organization and the community.



- How will your organization coordinate referrals of youth from key system partners and other community organizations?
- Describe your plan to utilize technology to interact and recruit using virtual services and social media.

**Program Design – 16%**

- **Intake and Assessment**

- Describe your intake process and experience including key components such as an initial assessment, eligibility determination, and other assessments used to guide the individual service strategy.
- Identify what assessment tools and explain how they will be effective to assess academic, employability, occupational interest, aptitude and skill levels, supportive services, and personal development needs.
- Describe your referral process for youth determined not eligible for WIOA Title I Services.

- **Individual Service Strategy (ISS)**

- Describe your strategies and experience for developing a detailed ISS including proper guidance and access to available services, incorporation of needs and assessment results, and attainment of key performance indicators.
- Describe your strategies and experience connecting youth with supportive services and community resources that help meet ongoing basic needs (e.g., housing, transportation, food, mental health), both during the program and follow-up.
- Describe your strategies and experience in engaging parents and/or families during the development of key goals for younger youth.

- **Case Management**

- Describe your case management methodology and experience for both in-school and out-of-school youth. Include the following:
  - Describe your participant engagement plan including specific populations, program services, and follow-up services.
  - Describe how career coaches will monitor and measure the progression and attainment of established goals for each youth.
  - Describe the specific strategies career coaches will use during follow-up services for at least 12-months after exiting the program.
- Describe your strategies and experience delivering services timely? Please attach a customer flow chart with timeframes, key steps, and milestones.

- **Program Elements**

Describe your strategy and experience for providing the WIOA 14-elements and how they will be incorporated in your program design ensuring services are available and accessible. Include key vendors or community partners.

### **Work-based Learning and Career Pathway Approach – 5%**

- Describe your approach and experience providing effective work-based learning opportunities that addresses the interest and skills gap for each youth.
- Describe your experience and how you will provide guidance to participants in high-demand sectors and industries in Southern Nevada.
- Describe your experience and how you will connect youth to career pathways that lead to post-secondary degrees and/or industry recognized certifications.

### **Job Development – 5%**

- Describe your experience and approach to job development and how career coaches will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.
- Describe your experience and approach collaborating with employers to provide quality work-based learning opportunities which includes work experiences, internships, work readiness, placement, and mentoring activities. Include current or proposed employer partnerships.

### **Youth's Voice - 3%**

Describe your experience and how your organization will establish effective youth leadership activities and incorporate youth voices and feedback into your overall program design.

### **Customer Experience – 3%**

Describe how you will measure and continuously improve the customer service experience of the youth in your program.

### **Performance Management – 5%**

- Describe how your organization define and measure successful results beyond the WIOA performance indicators. Include leading performance indicators and past performance and/or successes.
- Describe your quality assurance process (can include a flow chart or visual aids).
- Describe your strategy for understanding, monitoring, and measuring youth program operations and connections to performance indicators and outcomes.

### **Staffing Structure – 5%**

- Describe the staffing structure for this project and how it will support the program.
- Describe your process for onboarding and training all staff for the project.
- Describe professional development activities for staff.
- Describe your supervision structure for staff that are in multiple locations.

## **Adult, Dislocated Worker, and Youth**

### **Internal and Quality Controls – 7%**

- Describe the qualifications of your fiscal staff to manage Federal grant funds.
- Describe your experience and approach monitoring and ensuring budget compliance.
- Describe your internal control process for both programmatic and fiscal activities. How will they work together to manage the project?
- Describe how you ensure that contract invoices are accurate and only contain allowable costs. What quality control processes do you use?
- Describe the sources of your proposed match. How do these resources help to meet the goals of your program? How do you plan to meet the match requirement if your proposed match falls through?

## **6.7 Nye and Esmeralda Counties Service Cluster Scoring Prompts**

### **Executive Summary – 0%**

Provide a brief history of the organization and how it relates to workforce development and providing quality and innovative WIOA Title I services in American Job Centers in alignment with this RFP.

### **Adult and Dislocated Worker**

- **Outreach and Recruitment – 5%**
  - Describe your outreach strategy and how you will meet enrollment goals. Explain how this is innovative and evidence based. Include any target populations and outreach activities.
  - Describe your strategy in working with the WIOA mandated partners in the SNWDA to reach the target populations.
  
- **Program Design – 17%**
  - Describe your overall program design and how a participant moves through the program from Basic Career Services, Individualized Career Services, Training Services, and Follow-Up services.
  - Describe how your program design will ensure participants receive timely services. Please attach a customer flow chart with timeframes.
  - Describe your process in providing supportive services and explain why it would be effective.
  - Describe your experience in engaging productive partnerships with other organizations to facilitate referrals and co-enrollments in other programs for wrap-around services to participants.

- Describe how will you keep participants engaged as they progress through the program.
  - Describe how you will adapt and implement services to provide remote and virtual access to participants.
  - Describe your process for continued engagement with participants and employers after an individual has been placed into employment.
  - Describe how you will measure and continuously improve the experience and success of participants in the program.
- **Job Development – 8%**
    - Describe your relationship with employers in key industries and the specific roles these employers will play in your program.
    - Describe your approach to job placement and how staff will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.
- **Customer Experience – 3%**
    - Describe how you will measure and continuously improve the customer service experience of the participants in the program.
    - Describe your experience in implementing the human-centered design process.
- **Performance Management – 8%**
    - Describe how you define successful results. Thoroughly describe what your program will achieve and describe past successes you have had in similar projects. How does it all come together to address the workforce development needs of the target populations you are proposing to serve?
    - Describe your strategy for understanding, monitoring, and measuring performance indicators and outcomes.
    - Describe your quality assurance process.
- **Staffing Structure – 5%**
    - Describe the staffing structure for this project and how it will support the program. Please attach an organizational chart.
    - Describe your process for onboarding and training all staff for the project.
    - Describe professional development activities for staff.
    - Describe your supervision structure for staff that are in multiple locations.

## Youth

### **Outreach and Recruitment – 5%**

- Describe your outreach strategies and experience recruiting, engaging, and enrolling perspective youth between the age of 16-24 who are In-School, Out of School, and Systems Impacted to include homeless/runaway, justice-involved, foster, pregnant or parenting, dropouts, and/or youth with disabilities. Include the following:
  - Indicate what priority groups will be targeted and the strategy to recruit those specific groups.
  - Explain how your outreach and recruitment process will promote diversity, equity, and inclusion and build trust between your organization and the community.
  - How will your organization coordinate referrals of youth from key system partners and other community organizations?
  - Describe your plan to utilize technology to interact and recruit using virtual services and social media.

### **Program Design – 16%**

- **Intake and Assessment**
  - Describe your intake process and experience including key components such as an initial assessment, eligibility determination, and other assessments used to guide the individual service strategy.
  - Identify what assessment tools and explain how they will be effective to assess academic, employability, occupational interest, aptitude and skill levels, supportive services, and personal development needs.
  - Describe your referral process for youth determined not eligible for WIOA Title I Services.
- **Individual Service Strategy (ISS)**
  - Describe your strategies and experience for developing a detailed ISS including proper guidance and access to available services, incorporation of needs and assessment results, and attainment of key performance indicators.
  - Describe your strategies and experience connecting youth with supportive services and community resources that help meet ongoing basic needs (e.g., housing, transportation, food, mental health), both during the program and follow-up.
  - Describe your strategies and experience in engaging parents and/or families during the development of key goals for younger youth.
- **Case Management**
  - Describe your case management methodology and experience for both in-school and out-of-school youth. Include the following:
    - Describe your participant engagement plan including specific populations, program services, and follow-up services.

- Describe how career coaches will monitor and measure the progression and attainment of established goals for each youth.
  - Describe the specific strategies career coaches will use during follow-up services for at least 12-months after exiting the program.
- Describe your strategies and experience delivering services timely? Please attach a customer flow chart with timeframes, key steps, and milestones.
- **Program Elements**  
Describe your strategy and experience for providing the WIOA 14-elements and how they will be incorporated in your program design ensuring services are available and accessible. Include key vendors or community partners.

**Work-based Learning and Career Pathway Approach – 5%**

- Describe your approach and experience providing effective work-based learning opportunities that addresses the interest and skills gap for each youth.
- Describe your experience and how you will provide guidance to participants in high-demand sectors and industries in Southern Nevada.
- Describe your experience and how you will connect youth to career pathways that lead to post-secondary degrees and/or industry recognized certifications.

**Job Development – 5%**

- Describe your experience and approach to job development and how career coaches will coordinate with job developers and other system partners to identify employment and work-based learning opportunities for program participants.
- Describe your experience and approach collaborating with employers to provide quality work-based learning opportunities which includes work experiences, internships, work readiness, placement, and mentoring activities. Include current or proposed employer partnerships.

**Youth’s Voice - 3%**

Describe your experience and how your organization will establish effective youth leadership activities and incorporate youth voices and feedback into your overall program design.

**Customer Experience – 3%**

Describe how you will measure and continuously improve the customer service experience of the youth in your program.

**Performance Management – 5%**

- Describe how your organization define and measure successful results beyond the WIOA performance indicators. Include leading performance indicators and past performance and/or successes.

- Describe your quality assurance process (can include a flow chart or visual aids).
- Describe your strategy for understanding, monitoring, and measuring youth program operations and connections to performance indicators and outcomes.

### **Staffing Structure – 5%**

- Describe the staffing structure for this project and how it will support the program.
- Describe your process for onboarding and training all staff for the project.
- Describe professional development activities for staff.
- Describe your supervision structure for staff that are in multiple locations.

### **Adult, Dislocated Worker, and Youth**

#### **Internal and Quality Controls – 7%**

- Describe the qualifications of your fiscal staff to manage Federal grant funds.
- Describe your experience and approach monitoring and ensuring budget compliance.
- Describe your internal control process for both programmatic and fiscal activities. How will they work together to manage the project?
- Describe how you ensure that contract invoices are accurate and only contain allowable costs. What quality control processes do you use?
- Describe the sources of your proposed match. How do these resources help to meet the goals of your program? How do you plan to meet the match requirement if your proposed match falls through?

## **SECTION 7: ASSURANCES**

### **7.1 Federal Financially Assisted Programs**

As a condition to the award of financial assistance from DOL, under Title I of WIOA and consistent with 29 CFR Part 38.25, the respondent assures that it has the ability to comply with the nondiscrimination and equal opportunity provisions of the following laws and will remain in compliance for the duration of the award of Federal assistance:

- Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I financially assisted program or activity
- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin

- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs

The respondent also assures that, as a recipient of WIOA Title I funding, it will comply with 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the respondent's operation of the WIOA Title I funded programs or activities, and to all agreements the respondent makes to carry out the WIOA Title I funded programs or activities. The respondent understands that the United States has the right to seek judicial enforcement of this assurance.

## **7.2 Unique Entity Identifier and System for Award Management (SAM)**

The respondent is required to be registered in and maintain an active SAM registration with current information at all times during, if selected, the term of the sub-award agreement.

## **7.3 Rights Reserved**

Although WC's intent is to award a contract as a result of this solicitation, the issuance of this solicitation in no way constitutes a commitment from WC to award and execute a contract.

Upon a determination that such actions are deemed to be in its best interest, WC, at its sole discretion, reserves the right to:

1. Reject any or all proposals, cancel this solicitation, accept or reject any or all items in any or all proposals
2. Waive or not waive any immaterial technicality, irregularity, and/or deviation
3. Delay, amend, reissue, or cancel any part of this solicitation
4. Modify the solicitation processes and timelines
5. Reject any proposal based upon the respondent's prior history with WC or any other entity which documents, without limitation, unsatisfactory performance, adversarial or contentious demeanor, significant failure(s) to meet contract milestones or any other contractual failures
6. Limit the Scope of Work (SOW) prior to the award of a contract, or not to award a contract
7. If awarded, terminate any contract



## 7.4 Public Record

1. Federal, State and local laws and regulations mandate public access to public government records. Therefore, unless the information is exempt from disclosure by law, the content of any request for clarification, exception, amendment, response to this solicitation, or any other related documentation, will be available for public inspection after the award of a contract.
2. If the respondent believes that any portion of its proposal contains proprietary or confidential information the respondent must, at the time of submittal, request that WC withhold from public disclosure such information by submitting in a separate envelope such information marked as “Proprietary” or “Confidential” and must include the name of the RFP and respondent’s name. The respondent must not designate the entire proposal as proprietary or confidential. A proposal that is designated as proprietary or confidential in its entirety will be considered non-responsive.
3. If the respondent requests that WC withhold from disclosure information identified as confidential, the respondent understands and agrees to assume all responsibilities for any litigation, objection, or procedure resulting from the non-disclosure.
4. Failure to label or mark any information as “Proprietary” or “Confidential” that is released by WC shall constitute a complete waiver of any and all claims for damages caused by the release of such information.
5. The respondent shall indemnify, hold harmless and defend WC from and against all liabilities, claims, actions, damages and expenses, including but not limited to attorney’s fees and costs that may be awarded to any party in relation to the request for information.
6. The respondent shall hold the LEOs, Board members, the respective counties and cities, WC, their officers, agents, and employees harmless from any and all claims, court costs, fees and penalties, settlements, judgements, legal costs and any other liabilities of any kind arising from the withholding of the respondent’s information.
7. All requests for the release of any information pertaining to this solicitation and any subsequent contract award or amendment thereto must be made in compliance with WC established policies and procedures that can be located at <http://nvworkforceconnections.org>

WC reserves the right to modify or alter the requirements and standards as set forth in this RFP based on program requirements mandated by State or Federal agencies. In such instances, WC will not be held liable for provisions in the RFP package that become invalid.

## 7.5 Ex-Parte Communication

It is the policy of WC to prohibit ex-parte communication regarding this procurement process with any board member, LEOs, Programs Committee member, Budget & Finance Committee member, WC staff, consultants, or other persons serving as an evaluator during the procurement process.

Respondents that directly contact any of the aforementioned parties risk elimination of their proposals from further consideration.

Any communication by telephone, email, letter, face-to-face conversation, or other off-the-record contact is strictly prohibited. Any discovered ex-parte communication will be provided to WC's Executive Director for review and appropriate action. Respondents who improperly influence the proposal review and evaluation process in any way will be subject to disqualification.

**NOTE:** Under no circumstances may an individual who is an evaluator collaborate and/or communicate with any respondent. Evaluators will be asked to sign the "Conflict of Interest Certification for Request for Proposal" stating they have not communicated or collaborated with any respondent.

## **7.6 Termination due to Non-Availability of Funds**

When funds are not appropriated or otherwise made available by WC to support continuation of this RFP or any sub-award(s) therein, they shall be cancelled as of the effective date set forth in the termination notice. The sub-recipient shall be reimbursed for the reasonable value of any cost incurred but not yet recovered under the sub-award as of the date of termination.

## **7.7 Protests**

Any respondent who has a protest in connection with this request shall have the right to submit, in writing, their protest to WC. Untimely protests, as defined within WC policy (see below), will not be considered. The written protest must be submitted to:

**Jaime Cruz, Executive Director**  
**Workforce Connections**  
**6330 W. Charleston Blvd., Suite 150**  
**Las Vegas, NV 89146**

The protest must be in a format as outlined in WC Policy Admin-010-08, Procurement Protest Standards. This policy is located at [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

Failure by the respondent to request clarification of any inadequacy, omission, or conflict will not relieve the respondent of this responsibility. The signing of the **Proposal Affirmation, Certification, and Conflict of Interest Form** will be considered as implicitly denoting that the respondent has a thorough comprehension of the full intent and scope of this RFP.

## 7.8 Proposal Preparation Costs

The entire cost for the preparation of a proposal, and any related costs, shall be borne by the respondent.

## 7.9 Fiscal Requirements

The sub-recipient of these funds will be subject to the Federal provisions contained in 2 CFR Part 200 and Part 2900 (Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards) as well as State and local policies and procedures. WC's fiscal policies are located at [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

## 7.10 Budget Negotiations

WC reserves the right to negotiate funding types of combined contracts, funding amounts, and budget line items based on the actual available funding and final amounts awarded to each sub-recipient.

## 7.11 Training Expenditures

**WC will process all payments for the following participant training expenditures: occupational skills training, on-the-job training, and customized training.** The sub-recipient will be required to submit documentation to WC in order for payments to be processed. All liability will remain with the sub-recipient for any payments WC determines to be disallowed for any reason. WC will reserve budgeted funds for the above training expenditures for each sub-award.

## 7.12 Audit Requirements

Organizations expending at least \$750,000 in Federal funds during the sub-recipient's accounting year are subject to a Single-Act audit per the provisions contained in 2 CFR Part 200 Subpart F. Audit expenses may only be billed to WC sub-awards when the audit work is performed, or accrued, regardless of the period being audited.

For all sub-recipients, with the exception of commercial for-profit organizations, Single-Act audits must be uploaded to the Federal Audit Clearinghouse no later than nine months after the end of the auditee's accounting year. Commercial for-profit entities must submit Single-Act audits to WC within thirty (30) days of the audit report date, or by nine months after the end of the auditee's accounting year, whichever is sooner, for manual submission to DOL.

### **7.13 Allocated Direct Costs**

Respondents are required to describe their “Allocation Base” (e.g., direct hours worked, square footage usage, etc.) on several budget detail pages. This allocation base describes the existing or anticipated methodology that will be used to prorate common or shared direct operating costs among projects. Examples of shared direct costs are infrastructure/operating costs (e.g., rent and copier machines), as well as personnel (e.g., program manager) providing benefits to multiple funding sources or projects. Shared direct costs do not normally benefit the organization as a whole, because those costs are traditionally indirect costs. Computation columns are provided on the budget detail pages to aid in this calculation.

### **7.14 Indirect Costs**

Indirect costs are costs incurred by an organization that do not directly benefit any one program or project, but indirectly support all aspects of the organization. Common indirect costs include accounting, legal, human resources, and executive management. Sub-recipients must have one of the following in order to bill indirect costs to a WC sub-award:

- An indirect cost rate agreement with a Federal cognizant agency
- An indirect cost rate agreement with a cognizant pass-through entity
- The ability to utilize the Federal de minimis rate
- WC-negotiated indirect rate (after the award of funds)

Cost allocation plans are no longer allowable to substantiate the billing of indirect costs unless the sub-recipient is a government entity.

### **7.15 Profit**

Only commercial for-profit organizations may incorporate profit into their budget. Profit must be contained in a single line item on the Other Overhead budget tab and may not exceed ten percent (10%) of the Total Contractor Paid section of the budget, less any direct participant expenditures such as supportive services and training costs.

### **7.16 Sub-contracts**

All sub-recipients must procure sub-contracts according to WC procurement requirements, and those sub-contracts must be pre-approved by WC. An award of funds or approval of a budget does not exempt procurement requirements. Guidance regarding WC procurement requirements is contained in WC policy Admin-010-06 on the WC website at [www.nvworkforceconnections.org](http://www.nvworkforceconnections.org).

**7.17 Partnerships**

Organizations wishing to partner to submit a joint proposal for funding must select one entity to be the fiscal agent. Often, the organization(s) that are not the fiscal agent may sub-contract with the fiscal agent to provide services or resources to the project.

In cases where partners in the proposal are not selected through a competitive procurement, the procurement standards still require that there be records that justify the lack of competition. This documentation should also include the basis for the amount charged and document reasonability of costs.

To qualify as a partner organization, the named partner must have been part of the proposal development, bring resources into the program, and be an integral part of the project scope of work. The sub-recipient and partners must adequately document the involvement of the partner organization in the development of the proposal for the procurement record.

Partners that meet the following criteria may not be subject to procurement requirements at the sole discretion of WC, as long as the partners retain and produce appropriate documentation to substantiate the partnership and the reasonableness of costs. Contractors that do not meet the partner definition are subject to competitive procurement provisions.

<b>Contractor Criteria</b>	<b>Partner Criteria</b>
<ul style="list-style-type: none"> <li>• May be a sub-recipient or a vendor depending on the nature of the goods/services provided</li> <li>• Does not provide services integral to the scope of work as proposed in the RFP (i.e., most non-participant related services)</li> </ul>	<ul style="list-style-type: none"> <li>• Part of a joint proposal for funding - one partner receives the grant award on behalf of the partnership as the fiscal agent, and the other entity(s) are written into the proposal by name</li> <li>• Contributes resources to the program - via contract or donation</li> <li>• Performs an integral part of scope of work</li> <li>• Maintains documentation regarding the partnership formation such as meeting agendas, draft budgets, draft proposals, etc.</li> </ul>

Sub-recipients wishing to certify any contractors as partners must complete a WC Partner Procurement form, submit documentation substantiating the partnership, and have the contract reviewed and approved by WC prior to execution.

## **7.18 Additional Funding and Funding Renewals**

WC may grant sub-recipients additional funding, at its sole discretion, based on the availability of funds and the needs of the SNWDA. At any time, WC may award additional funds based on availability. WC reserves the right to incorporate a performance-based model. Per State requirements, WC may fund sub-recipients for up to four consecutive years without an additional procurement action. WC does not make any guarantees, express or implied, that funding will be renewed beyond the initial funding period.

## **7.19 Additional Assurances**

Each respondent must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this solicitation. Any such relationship that might be perceived or represented as a conflict must be disclosed on the Proposal Affirmation, Certification and Conflict of Interest Form. By submitting a proposal in response to this solicitation, the respondent assures that it has not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to any public servant or any employee or representative of same, in connection with this procurement action. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest may result in the disqualification of a respondent's proposal. An award may not be made where a conflict of interest exists. WC will determine whether a conflict of interest exists and whether it may reflect negatively on WC's selection of a sub-recipient(s). WC reserves the right to disqualify any respondent on the grounds of actual or apparent conflict of interest.

With the submission of a proposal, the respondent assures that it is not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency. The respondent also assures that it has not been disqualified or otherwise prevented from proposing on, or completing a Federal, State or local government project because of a violation of law or safety and labor standards.

With the submission of a proposal, the respondent assures that no funds awarded as a result of this solicitation will be used, or proposed for use, to encourage or induce the relocation of a business, or part of a business, if such relocation will result in the loss of employment for any employee of such business at its original location and such original location is within the United States.

WC is an equal opportunity employer/program and requires that the successful respondent(s) comply with established Federal, State and local nondiscrimination, equal opportunity and drug free workplace applicable laws and regulations as appropriate.

With the submission of a proposal, the respondent assures that the entity or organization it represents has not been convicted of a felony criminal violation under any Federal law within the preceding 24 months.

With the submission of a proposal, the respondent assures that the entity or organization it represents has no unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

With the submission of a proposal, the respondent assures that the entity or organization it represents has not made, and it will not make, any payment prohibited under 31 U.S.C. §1352(a)(1), which addresses limitations on the use of appropriated funds to influence certain Federal contracting and financial transactions.