

Notice of Request For Proposals

for

Career Advancement and Retention in Healthcare & Healthcare Information Technology

July 2010



workforce **CONNECTIONS**
PEOPLE. PARTNERSHIPS. POSSIBILITIES.

Table of Contents

1.0	SOLICITATION OVERVIEW.	3
1.1	Background.	3
1.2	Amount of Funds Available	4
1.3	Outcomes	4
1.4	Criteria	5
1.5	Contract and Procurement Term.	5
1.6	Eligibility for Submission of Proposals.	5
1.7	Letter of Intent	5
1.8	RFP Calendar.	5
1.9	Bidder's Conference.	6
1.10	Access to RFP	6
1.11	Request for Qualifications	6
1.12	Ex-Parte Communication	6
1.13	RFP Addenda.	6
2.0	BUDGET COMPONENTS AND REFERENCE MATERIALS.	6
2.1	Budget Information	6
2.2	Budget Reference Materials	7
3.0	NEEDS STATEMENT	7
4.0	STATEMENT OF WORK	8
4.1	Working with Individuals	9
4.2	Working with Employers	10
4.3	Working within Larger Systems	10
5.0	PROPOSAL SUBMITTAL INSTRUCTIONS AND CONTENT	11
5.1	Submittal Instructions.	11
5.2	Proposal Format	11
5.3	Page Limits.	11
5.4	Layout Requirements	11
6.0	NARRATIVE QUESTIONS	11
6.1	One-Page Executive Summary (5 Points)	11
6.2	Program Management (20 Points).	11
6.3	Problem Statement/Needs Assessment (15 Points)	12
6.4	Target Population (10 Points)	12
6.5	Project Description (Solution) (30 Points)	12
6.6	Goals and Objectives (10 Points)	13
6.7	Budget & Budget Narrative (10 Points) Not Counted in the Narrative Total Pages	13
7.0	EVALUATION, APPROVAL PROCESS & CONTRACT REQUIREMENTS	13
7.1	Selection Process	13
7.2	Award of Contract	13
7.3	Protests/Disputes/Grievance/Appeals Process and Procedures:	14
7.4	Contract Requirements	14
7.5	Program Period	14
7.6	Type of Contract.	14
7.7	Contractor Requirements	15
8.0	APPENDIX.	15
8.1	Required Documents: Your appendix must contain the following documents:	15
8.2	Optional Documents: Your appendix may also include the following items:	15
9.0	COMPLETE PROPOSAL CHECKLIST	15
9.1	Proposal Components.	15
9.2	Appendix	16
9.3	Optional Items	16
9.4	Associated Documentation.	16

Request For Proposals for Career Advancement and Retention in Healthcare & Healthcare Information Technology

1.0 SOLICITATION OVERVIEW

Workforce Connections is releasing this Request for Proposals (RFP) to make available \$750,000.00 of WIA Adult/Dislocated Worker funding to fund innovative and system-changing programs and stimulate private sector involvement in workforce development. Funding shall be directed to inventive workforce development partnerships that address the shortage of qualified workers in the key sectors of Healthcare and Healthcare IT.

This shall be accomplished through implementing a Healthcare Career Advancement and Retention Program that:

- Addresses the shortage of licensed, experienced Registered Nurses meeting the needs of healthcare employers
- Promotes the retention of incumbent Healthcare and Healthcare IT Workforce
- Addresses the shortage of Certified Nursing Aides in Home Health Care/Long-Term Health Care
- Addresses the skill development and reduction of barriers to employment meeting the entry level and/or culturally diverse worker's needs for formal training
- Influences and informs systems change promoting collaborations of industry stakeholders

For the purpose of this RFP, the Healthcare Career Advancement and Retention Program is defined as an industry sector partnership that collaborates with healthcare employers, community-based organizations and community college/public universities to develop career opportunities for new graduates, low-income, low-skilled, dislocated workers and workers at-risk of becoming dislocated due to developmental initiatives/upgrades in Healthcare IT.

The career partnerships described in this RFP focus on both employers and workers and seeks to engage employers and other partners in identifying workforce needs. The intent is to build programs leading to strong involvement by employers. Proposed solutions shall extend beyond training or education programs and encompass clearly defined levels of work experience for participants.

Eligible applicants include:

- Community-Based Organizations (CBO)
- Public Agencies
- Private For-Profit Businesses
- Private Non-Profit Organizations
- Educational Entities
- Faith-Based Organizations
- Consortiums

1.1 Background

Workforce Connections (WC) is a public agency that provides a variety of workforce development services to Southern Nevada's residents, businesses, and education and training providers. The funding available through this RFP has been authorized by the Department of Labor's Workforce Investment Act (WIA). WIA funds are designated for employment and training activities, including supportive services and needs-related payments for adults and dislocated workers with priority given to recipients of public assistance and other low-income individuals. WIA is the nation's principal workforce development legislation. It is one of the largest funding streams that support workforce development activities in Southern Nevada. For more information on the WIA and related information, see the following websites:

- DOL ETA <http://www.doleta.gov/usworkforce>
- WIA Regulations <http://www.doleta.gov/regs/statutes>

WC is soliciting proposals from applicants with experience and expertise in providing Internships for Registered

Nurses, Education and training of lower-skilled positions for advancement to Certified Nursing Aides in Home Health Care and Long-Term Health Care, IT advanced training for incumbent workers, and employment placement in the Healthcare sector.

The applicant must have/show collaborations/partnerships with Higher Education, health care employers including Long Term/Home Health providers, labor organizations, K-12 education, and research institutions. It is the intent of WC to procure a qualified provider (or providers) to enter into a one year contract to provide services to Adult and Dislocated Workers in Southern Nevada with the option to reissue the contract(s) for up to two (2) additional one-year periods based on need, performance, and funding availability.

WC is seeking innovative ways to increase the employability of the Southern Nevada workforce and provide Healthcare employers with appropriately trained and skilled employees. Special consideration will be given to those organizations that showcase innovative, culturally competent, customized training; employer partnerships; industry-wide collaborative efforts and community-wide collaborative efforts to reduce barriers to employment (i.e., Basic Needs and English Language Learning). The WC Healthcare program encourages qualified applicants from consortiums, for-profit organizations, non-profit organizations, and public agencies that reflect an entrepreneurial spirit, with an emphasis on results, and measurable outcomes to apply.

Should this solicitation fail to produce appropriate proposals to serve the rural populations, WC reserves the right to withhold a portion of funds and issue an additional RFP to obtain dedicated rural employment services.

1.2 Amount of Funds Available

WC estimates an amount not to exceed \$750,000.00 in funding will be available for the Healthcare program to meet the demand for qualified workers and to serve Adults and Dislocated Workers in Southern Nevada. A contract will be developed with the successful bidder. The successful bidder must have proper accounting systems in place to track the project components and adhere to all federal rules and regulations. Contract awards are dependent on availability of funding at the time of contract negotiations.

1.3 Outcomes

At a minimum, programs must propose a design to achieve the following outcomes for the WIA eligible low-income adults and dislocated workers age 18 and older populations. These measures apply to those who have exited (completed the program).:

- Placement in employment
- Retained in employment
- Average earnings

WIA Title I and Wagner Peyser
Levels of Performance for Program Year 2010

Performance Measures	Levels of Performance
WIA Adults	
Enter Employment Rate	63%
Retention Rate after Six Months	70%
Average Earnings	\$11,500
WIA Dislocated Workers	
Enter Employment Rate	70%
Retention Rate after Six Months	80%
Average Earnings	\$14,500

In addition, WC seeks the following outcomes for individuals served through this solicitation:

- Attainment of a recognized Healthcare IT certificate
- Attainment of recognized certificate in Healthcare employment

1.4 Criteria

Proposals will be evaluated based upon responsiveness to this RFP and their ability to demonstrate the following:

- Responsiveness to the Statement of Work
- Ability to meet required outcomes
- Clearly defined partnerships with a community college, non-profit, or public university
- Partnership with employers that have a clearly defined role in the program;
- Ability to leverage funding
- History of successful collaboration with other partners and stakeholders, particularly employers
- Cost reasonableness

1.5 Contract and Procurement Term

This RFP does not commit WC to accept any proposal submitted, nor is the WC responsible for any costs incurred in the preparation of responses to this RFP. WC reserves the right to reject any or all proposals, to accept or reject any or all items in the proposals, and/or to award the contract in whole or in part as is deemed to be in the best interest of WC. WC reserves the right to negotiate separate proposal components after the proposal(s) are reviewed, if such action is deemed to be in the best interest of the WC. WC reserves the right to cancel, delay, amend, or reissue the RFP at any time.

WC maintains an option to extend contracts for additional one-year terms up to two additional years after the initial first year contingent upon need, demonstrated performance and availability of funds. WC also maintains the right to revoke or modify any and all contracts with appropriate board approval. Adequate or excellent demonstrated performance does not guarantee the issuance of additional funds.

The period of contract performance will be October 1, 2010 through June 30, 2011.

1.6 Eligibility for Submission of Proposals

Community-Based Organizations (CBO); Public Agencies; Private For-Profit Businesses; Private Non-Profit Organizations; Educational Entities; Faith-Based Organizations and consortiums are eligible to apply. Consortiums must be lead by a qualifying agency responsible for ensuring compliance with all terms and conditions of the contract and for administering the programmatic and fiscal elements of the contract. As such, they will ultimately be held accountable for program and performance results. The lead applicant will be responsible for the overall administration and coordination of the grant. Lead agencies are required to procure all subcontractors in accordance with WIA and local regulations.

Applicants shall have a minimum two (2) years of documented, successful experience within the last five (5) years in providing skills-based workforce development services to adults, or demonstrate sufficient capacity within the organization to perform as indicated in the proposal and meet federal performance standards.

1.7 Letter of Intent

To better anticipate and prepare for a thorough and equitable review of all proposals submitted, the WC is requiring all organizations who intend to submit a proposal to fax or e-mail a letter of intent prior to 4:00 PM, Friday, July 23, 2010. The letter of intent is included in this solicitation package.

1.8 RFP Calendar

RFP Announcement Advertisement	Friday, July 9, 2010
RFP Available for Pick-Up or Download from Internet	Friday, July 9, 2010
Bidders Conference	Thursday, July 15, 2010 @ 9:00 AM
Letter of Intent Submittal Deadline	Friday, July 23, 2010 by 4:00 PM
Proposal Submittal Deadline	Friday, August 13, 2010 by 4:00 PM
Independent Proposal Review	Week of August 16-20, 2010
Review Committee Final Review	Week of August 23-27, 2010

Approval by ADW Committee	Wednesday, September 8, 2010
Approval by Full WC Board	Tuesday, September 28, 2010
Project Start Date	Friday, October 1, 2010

* Subject to change

1.9 Bidder's Conference

A bidder's conference for potential applicants will be held on Thursday, July 15, at 9:00 AM for all organizations or agencies intending to submit proposals. The bidder's conference will be held at 7251 W. Lake Mead, Suite 200, Las Vegas, NV 89128.

The bidder's conference will provide a general overview of the Career Advancement and Retention in Healthcare & Healthcare Information Technology program, and will serve as a forum for potential bidders to ask questions. Questions regarding this RFP may be submitted in writing prior to the Bidder's Conference. Questions may also be asked or presented in writing at the bidder's conference. Written responses to questions received by WC will be posted on the website www.Workforceconnections.org within 7 days following the bidder's conference. The responses may also be obtained at the WC administration office. Written questions should be directed to Heather DeSart via facsimile (702) 638-8774, or via e-mail to adultrpf@nvworkforceconnections.org. No questions will be accepted or technical assistance provided after Friday, July 23, 2010.

1.10 Access to RFP

The RFP along with any addenda, notices, Budget Forms or other pertinent information can be accessed on the WC website: www.nvworkforceconnections.org.

1.11 Request for Qualifications

All subcontractors must submit a "Statement of Qualifications" (SOQ) before any awards are made or contracts signed. To submit a statement of qualifications, respondents should download the Request for Qualifications (RFQ) package available on the WC website www.nvworkforceconnections.org, complete the required information and submit it to WC as soon as possible following notification of award. Once the SOQ has been reviewed and approved, the agency is cleared for a potential award of contract.

1.12 Ex-Parte Communication

It is the policy of WC to prohibit ex-parte communication regarding proposals with any member of WC or WC staff. Ex-parte communication means an oral or written off-the-record communication made to decision-making personnel either directly or through a third party, without required notice to the parties, to influence or attempt to influence the merits or outcome of a future decision. Written and oral communications with regard to proposals are neither solicited nor received by individual WC members. Violation of this policy may disqualify an agency from consideration. This policy, however, does not preclude potential bidders, WC, WC staff, or proposal evaluators from requesting clarification on parts of the solicitation process.

1.13 RFP Addenda

If it becomes necessary to revise any part of this RFP, at the discretion of WC, an addendum will be posted on the WC website. Any clarification, including responses to questions raised at the bidder's conference, will become an addendum to this RFP. It is the responsibility of potential bidders to check the website frequently to determine if there have been any changes and remain informed about the procurement process, responses to questions, and other information.

2.0 BUDGET COMPONENTS AND REFERENCE MATERIALS

2.1 Budget Information

Respondents are required to complete and submit the entire budget documents included in Budget Detail Forms: Budget Summary, Budget Detail Forms A - J, and Budget Detail Form- Match/Leveraged Resources. Notes are provided at the top of all Budget Forms for further clarification. Budget Detail Forms can be accessed on WC's website www.

nvworkforceconnections.org. Instructions are as follows.

Budget Detail Forms. Respondents are required to submit an overall line-item budget (e.g. Direct Personnel-Employees Only, Fringe Benefits, Allocated Indirect Personnel-Employees Only) that identify all proposed costs for this one-year contract award. It should provide a high-level snapshot of the respondent's total budget. Funding amounts are listed in Section 1.2 Amount of Funds Available.

Budget Justification. Each Budget Form A-J and the Match/Leveraged Resources Form have designated space for a budget justification/narrative of the respective line items. It is not necessary to create a separate page for this information. The Budget Narrative justifies the need for all costs built into the "Budget Detail Form". Personnel cost narrative should include staff positions, their responsibilities and time spent (FTEs) on this contract. Non-personnel costs should also be further outlined into specific line items and cost break downs. Sub-contractor costs should identify the subcontractor, the service to be provided and the cost structure. The narrative shall include a description of the matched/leveraged resources and the ways in which program funds will be maximized.

Cost Allocation. Respondents are required to describe their "Allocation Base" (e.g. Direct Hours Worked, Square Footage Used) on the Budget Detail Form I-Allocated Indirect Personnel-Employees and Budget Detail Form J-Other Allocated Indirect Costs.

The Budget Narrative/Justification should describe the methodology that will be used to prorate common operating costs. Examples of common operating costs are infrastructure costs (e.g. rent and copier machines), as well as personnel (e.g. receptionist, fiscal staff, senior management) providing benefits to multiple funding sources. Furthermore, the estimated amounts derived from the proposed methodology should be allocated to each budget line item. Computation columns are provided on Budget Detail Forms I. and J.

2.2 Budget Reference Materials

Indirect Cost Rate Agreement. Total indirect and profit line items (when considered in aggregate) should not exceed 10% percent of the respondent's budget. The extent to which a respondent can meet performance objectives while minimizing indirect and profit costs will be a factor in the evaluation process.

Any indirect costs budgeted must be supported by an indirect cost rate agreement with a federal or state cognizant agency. If a respondent does not have an approved indirect rate but wishes to include indirect costs in its proposal, it must submit all relevant financial information that outlines how the indirect rate and costs were determined and future steps for required approval by the relevant cognizant agency. If the respondent is not required to obtain an indirect rate, then a cost allocation plan must include the methodology describing how common operating costs are distributed to the different funding sources. For more information in preparing indirect cost rate agreements, please reference the "Guide for Indirect Cost Rate Determination" issued by U.S. Department of Labor, Office of Cost Determination issued in November 2006. For-Profit organizations should also reference "48 CFR Chapter 1, Part 31."

Administrative vs Program Costs. The Workforce Investment Act (WIA) identifies two cost categories: administrative and program costs. Administrative costs are those related, required, and incurred for official business in carrying out administrative activities or associated with performing the overall general administrative and management functions and coordination of those functions under WIA Title 1. The costs are formally described in Code of Federal Regulations, Chapter 20, Section 667, Parts 200 and 220. Respondents may not exceed the cap of five (5) percent on administrative costs. All respondents should follow this rule when classifying budget costs as administrative or program costs. Administrative costs can be any combination of personnel and non-personnel costs and direct and indirect costs.

All allowable costs not classified as administrative costs are program costs. Program costs can be any combination of personnel and non-personnel costs and direct and indirect costs. All subcontractor costs are defined as program costs. Personnel and related non-personnel costs for staff that perform any of the administrative functions specified in the administrative costs section, as well as programmatic services or activities, are to be allocated between administrative costs and program costs according to the function performed. This allocation should be based on documented distributions of actual time worked, or through other equitable and allowable cost allocation methods, and documented in a cost allocation plan.

3.0 NEEDS STATEMENT

In these difficult economic times, an important sector stands out as a growing opportunity for living wage employment - healthcare. As the baby boom generation ages, there will be both an exodus from the healthcare labor force of

mature workers, and a growing need for healthcare services. Recent reports have indicated that this market for health-care labor has tightened; however, current five year projections show robust growth in virtually every healthcare-related occupation. In Nevada, the nursing occupation will grow by 37 percent with an annual growth rate of 3 percent through the year 2016.

Current Employment Demand Down. Until the recession of 2008-09 hit Southern Nevada, allied healthcare and nursing occupations were in very high demand. Three significant factors have contributed to a current decline in the availability of healthcare employment. First, because of the recession, many workers put off retirement or returned to part-time positions creating an over-supply of healthcare workers at a time when unemployment was at an all time high. Second, the healthcare industry had significant payroll cutbacks and layoffs in response to the economic downturn. Finally, for many healthcare positions, on-the-job experience is required; yet, for many newly graduated healthcare workers, the hands-on experience that would make them eligible for placement simply did not exist.

Healthcare Diversity. According to the American Journal of Psychiatry, as well as many other sources, healthcare service delivery varies significantly by ethnicity and language background. In addition, wage disparities, high school graduation rates, and employment levels are all significantly correlated with race and ethnicity; with African Americans and Latinos faring worse on every measure. Therefore, there is a need to improve culturally competent healthcare workforce development programs to provide access to those for whom traditional education/ training have been blocked.

Career Advancement. Healthcare careers are high-wage jobs with clear pathways from entry-level technicians or administrative assistants to doctors, senior administrators and senior nurses. These careers also offer an opportunity for people with Spanish language and cultural backgrounds, as well as members of under-served ethnic groups to help level the quality and access to services that more privileged members of our community are used to.

Current Challenge. Currently there is an over-supply of healthcare workers in Southern Nevada. Additionally, there are many workers who have recently graduated from training programs searching for practical experience. However, recent projections by EMSI starting in the 4th quarter of 2009 and projecting out to 2015 show predicted double-digit growth in most healthcare occupations. Clearly there is a continued need for training and a short-term need for meaningful work experience as positions open up.

A further challenge is that many training programs for healthcare occupations are impacted due to budget cuts and a shortage of qualified instructors. Indeed the barriers to enter into these occupations in the short term are significant. Some examples of needed interventions to resolve these issues might be working with healthcare providers to clearly delineate career options and the training needed, working with educators to ensure that the training accurately provides the skills needed by employers, or bringing employers and educators together into a learning community to share best practices and solve mutual problems.

Workforce Connections' Occupation Selection. One of the objectives formulated during WC's strategic planning sessions was to redirect their allocation of funds to local industries that currently have a very high demand for skilled workers. Based on workforce research provided to the board from the Department of Employment, Training, and Rehabilitation (DETR), University Information Systems, and the Nevada Development Authority, the local Southern Nevada Health Care Sector was determined to be one of the industries most in need of skilled workers. Another contributing factor toward the selection of this sector was that the diversity of jobs needed ranged from entry level Certified Medical Assistants to highly skilled Information Technologists and Nurses.

4.0 STATEMENT OF WORK

Successful bidders shall demonstrate a commitment to improve employment for adults and dislocated workers. They must demonstrate that they have the knowledge of employers and workers in the healthcare industry as well as the ability to collaborate with partners to:

- Improve Registered Nurses' rates of completion and transition to employment
- Advance the careers of Long-Term and Home Based healthcare workers to skilled occupations such as Certified Nursing Aides and provide additional opportunities for workers to progress beyond these occupations into other healthcare opportunities, including nursing
- Upgrade and retain current staff working with existing IT medical records and information to prevent dislocation and job loss

Successful bidders must be committed to promoting systemic change that benefits workers, their employers, and the

Southern Nevada region.

Strategies must be demonstrated on the following fronts:

- *Working with individuals.* Assisting low-income adults and dislocated workers gain the education, skills and career awareness to obtain and retain employment as well as advance employment careers.
- *Working with employers.* Demonstrating ways to help employers address skill shortages to advance and retain their lower-skilled workforce.
- *Working with larger systems.* Introducing new practices with their employer partners' organizations, in the workforce development delivery network, and in the healthcare industry sector.

4.1 Working with Individuals

The Healthcare Career Advancement and Retention Program must be designed to meet the needs of adults and dislocated workers who require assistance in overcoming the unique challenges they face in terms of enrolling in and completing postsecondary training and/or earning certifications for healthcare positions. The challenges these non-traditional students face include:

- Adequate career counseling
- Training programs that are not directly connected to real job opportunities
- The need for extensive remedial coursework to prepare for college credit courses
- Convenient course locations and scheduling
- Adequate academic advising, monitoring, and support services
- Adequate access to financial aid to me tuition affordable
- Adequate access to support services such as child care and transportation, which are critical to helping working adults balance the responsibilities of school, family, and work.

The described framework and program elements to follow are essential for connecting workforce education, training and related services. Such a framework can facilitate advancing to higher levels of education and employment for low-skilled adults and dislocated workers. The Career Advancement and Retention Program must address the following program components:

Continuing Training and Employment. Career opportunities must be clear and apparent to participants. There should be visual diagrams showing the connections among education and training, jobs at different skill levels, and direction on career progression through skill building. The Career Advancement and Retention Program shall offer curriculum with clear milestones, and when feasible have embedded certificates. Each milestone shall enable the learner to move toward increased skills and marketable credentials. There must be clear links to opportunities to increase skills, competencies, and credentials that will ensure increased income potential

Curriculum and Instruction Innovations. This includes curriculum that is:

- Competency-based, tied to employer needs and industry skill standards in the healthcare industry sector
- Structured in cohorts or learning communities. Students in learning communities or student cohorts shall take linked courses together to provide mutual support and encouragement
- Reward orientated-offering tangible rewards for learning. The curriculum shall be designed in conjunction with employers so that each step increases skills and improves learners' career and earning opportunities
- Delivered through sequential courses offering manageable increments of skill-building
- Flexible in relation to course formats offering training at times and places and convenient for both unemployed and working individuals
- Seamless in its progression along a career path curriculum supported by multiple training providers. Ideally there shall be easy course credit portability across programs and institutions
- Cognizant of employer needs and skill standards. Education and training that is contextualized to the healthcare industry
- Enhanced with work-based experience and internships

Intensive Student Support Services. Wrap around, culturally competent support to include but not limited to:

- Case management
- Facilitated intentional career counseling
- Life skills training
- Job readiness instruction
- Digital/computer literacy and job search and placement assistance
- Transition services and outreach to emerging workforce from secondary education
- Mentoring
- Individualized educational opportunities
- Remedial education interventions

4.2 Working with Employers

A Healthcare Career program as this RFP describes, shall embody a dual customer approach (workers and employers). Programs must have a close relationship with employers and the healthcare industry. Industry partners help align program content with industry requirements and, whenever possible, link curricula to industry skill standards, licensing and certification requirements.

There must be a strong commitment from the employer staff; this includes time as well as other resources. Successful bidders must be able to demonstrate this commitment in the proposal. There must be a clear link to the employers' need and the program design. The program must also demonstrate how employers will continue to be involved to ensure their workforce development needs are continuously met.

Employers must be involved in:

- An active employer advisory council
- Identifying needs for positions, retention, and skills gaps
- Curriculum development and instruction
- Potential for paid internships
- Jobs for participants

4.3 Working within Larger Systems

Successful bidders must be willing to commit to working with WC as a part of ongoing evaluation and systems change. This work may require participation with identified outside consultants or agencies that are funded through WC.

Examples of systems-change that may be addressed:

- Providing additional sections of core health courses through new innovative and cost effective ways
- Collaboration with employers
- Adopting innovative approaches to assist displaced and disadvantaged workers to fill employment gaps
- Exploring creative solutions to barriers in program development, such as issues around clinical placement and developing apprenticeship programs
- Identifying and analyzing specific employer challenges in preparing their low-skilled workers to fill mid-skill level jobs where employers are experiencing labor shortages
- Translating employer competency requirements into curricula and program component designs that develop appropriate skills among low-skilled workers and job seekers
- Helping employers to provide career advancement opportunities for low-skilled workers who participate in skill and wage-advancement plans for mid-skill-level jobs
- Helping employers to adopt human resource practices that support the retention and advancement of entry-level and/or culturally diverse workers

5.0 PROPOSAL SUBMITTAL INSTRUCTIONS AND CONTENT

5.1 Submittal Instructions

Please submit ONE ORIGINAL and 6 unbound copies of each proposal in a sealed envelope with the name of your organization and “Healthcare Training and Employment” clearly written on the outside. All proposals must be received in the administration office of WC on or before 4:00 P.M., Friday, August 13, 2010, regardless of the delivery method utilized. All proposals will be marked with a time and date stamp when received. Persons who hand-deliver proposals will be issued a written receipt. In addition, one electronic copy of the proposal in pdf format must be e-mailed to adultrfp@nvworkforceconnections.org before the deadline stated above. Timely submission of proposals is the sole responsibility of the bidder. Mail delivery should be addressed to:

Heather DeSart, Adult Program Manager
workforceCONNECTIONS
7251 West Lake Mead, Suite 200
Las Vegas, Nevada 89128

5.2 Proposal Format

Each respondent is requested to submit their proposal in a format that is easy to read and navigate. They should avoid repetitious material. The proposal(s) should clearly demonstrate the respondent’s ability to effectively manage and operate a program under the Workforce Investment Act and provide the services requested.

In order to simplify the review process and obtain the maximum degree of comparability, proposals shall follow the order of the questions asked in the Proposal Narrative section of the RFP and include section headings that correspond to the questions asked (i.e.: 6.1 Abstract or Summary, 6.2 Program Management, 6.3 Problem Statement/Needs Assessment, etc.).

5.3 Page Limits

Executive Summary: One (1) page

Proposal Content: Fifteen (15) pages

No other page limits are in effect. WC will remove any excess pages from proposals exceeding these limits before the proposals are distributed for review. The attachment section including organizational charts, budget pages, project organization chart, and resumes or job descriptions, are not subject to the page limits.

5.4 Layout Requirements

Font size: 12 point

Margins: One inch minimum

Text: Single-spaced

Pages: Single-sided

Footer: The name of the submitting organization at the bottom of each page

Page numbering: Consecutively numbered at the bottom of each page. (Prefer 1 of 6, etc.)

6.0 NARRATIVE QUESTIONS

6.1 One-Page Executive Summary (5 Points)

The executive summary shall provide a brief overview of the proposal not to exceed one (1) page outlining your proposed program.

6.2 Program Management (20 Points)

Provide a brief background/history of your organization and your qualifications related to employment training and placement.

Please describe any other entities/partners that may be involved in providing the services you are proposing. Include information on how they were or will be selected, the role they will play and their qualifications.

Provide a brief description of your organization's financial management structure. Include a description of the organization's experience managing and accounting for state and federal funds as well as conducting self-monitoring for financial performance and compliance. Describe the financial infrastructure including the organization's ability to segregate funds in their accounting system. Describe the staff structure and internal control system in place. In the case of a collaborative partnership, this section must also identify the lead agency responsible for the financial activities of the collaborative and the related partner responsibilities.

6.3 Problem Statement/Needs Assessment (15 Points)

Describe in detail the workforce related problem(s) or need(s) your program will address.

6.4 Target Population (10 Points)

Describe who will benefit from your proposed solution including both employers and/or employees.

6.5 Project Description (Solution) (30 Points)

Describe how you will reach out to employees and employers and the efforts you will undertake to serve unemployed, low-skilled, culturally diverse, and incumbent healthcare workers for Southern Nevada populations. Identify any other special populations including seniors, veterans, and/or the disabled or identify the geographic areas you propose to serve.

Program Overview. Please provide an overview of your Career Advancement and Retention in Healthcare & Healthcare Information Technology program. Include/Describe:

- What occupations will be offered and indicate the certifications participants will achieve
- Describe all partners and clearly articulate their roles and responsibilities
- Describe communication methods between partners
- Identify how the program/program partners will work with existing One-Stop Career Centers to recruit and enroll dislocated workers

Proposed Employee Activities. Describe proposed activities that will specifically address the needs of employees.

- Explain the outreach, recruitment and enrollment process. How will the eligibility process be conducted? How will this process work with existing healthcare providers and One-Stop Career Centers?
- How many participants will be in each cohort?
- How will students be recruited and screened?
- What assessments will be used?
- How long will it take each cohort to complete the full curriculum and obtain a certificate?
- Describe the curriculum, days and times classes will be offered.
- Describe any internship opportunities that will be provided. Will these be paid or unpaid?
- Please describe the models used for program activities such as the models for case management and facilitated career counseling.
- How will the proposed program address the needs of differing populations such as low-skilled, incumbent workers, or culturally diverse populations?

Proposed Employer Activities. Describe proposed activities that will specifically address the needs of employers.

- How will the proposed program address the following - employer advisory councils, employer paid internships, placement opportunities, and involvement in curriculum development and instruction?
- Please describe how the proposed program will continue to maintain these partnerships and obtain employer feedback.
- Describe the mechanism the proposed program will use to ensure the instruction continues to meet employer

needs.

System Change. Describe the strategy to address system change. System change may occur in any of three (3) areas: 1. Changing Industry, Practices; 2. Better Employer/Educator Connection; and 3. Policy Change (Refer to Section 4.3, Statement of Work: Working within Larger Systems).

Program Sustainability. Demonstrate commitment to continue the program after funding ends and show that a plausible sustainability plan is in place.

6.6 Goals and Objectives (10 Points)

Describe your proposed program's goal(s) and objectives.

Note: *The Workforce Investment Act (WIA) sets forth specific performance measures to be achieved by all recipients of funding. Each contractor will be given information and is expected to understand and meet these performance measures. When completing this section, please indicate your organization's goals and objectives and show how they support, align with, and/or exceed WIA performance measures as you understand them. (See section 1.3)*

6.7 Budget & Budget Narrative (10 Points) Not Counted in the Narrative Total Pages

- Complete Budget Forms: Budget Summary; Forms A - J; Match/Leveraged Resources.
- On the Budget Summary Form, identify the name and contact information for the staff person who may be contacted for any questions regarding your budget submission. Note that the Budget Summary Form also requires an "Approved By (Provider)" Signature.
- Budget Forms may be accessed on the WC website: www.nvworkforceconnections.org.
- Please refer to this RFP Section 2.0, Budget Components and Reference Materials

7.0 EVALUATION, APPROVAL PROCESS & CONTRACT REQUIREMENTS

7.1 Selection Process

The selection process will be conducted utilizing a fair and objective process that adheres to state procurement policy. Proposals will first undergo a Technical Review to determine that the respondent has met all the technical requirements of the RFP. Proposals that fail the technical review will not be forwarded to the Proposal Review Committee for further consideration. Proposals that pass the Technical Review will undergo an evaluation by a Proposal Review Committee. Proposals will be selected for funding based on a favorable evaluation and/or the need for services offered. Priority may be given to those proposals that illustrate the most comprehensive and broadest range of services for a reasonable cost while complying with established guidelines for achieving required performance measurements.

WC may select a service provider based on the initial proposal received without modification; however, WC reserves the right to request additional data, conduct oral discussions, or review documentation in support of the proposal before making an award. Respondents may also be asked to make an oral presentation to WC. The WC staff will schedule the time and location for these presentations if necessary.

All proposals submitted in response to the RFP shall become the property of WC and the WC retains proprietary rights to all submitted proposals. Copies of the Executive Summary will be made available to the general public during the scheduled WC meeting for award announcement.

7.2 Award of Contract

Each respondent submitting a proposal will be notified in writing or via e-mail of WC's decision concerning their proposal. Formal notification to award a contract, and the actual execution of a contract are subject to the following conditions:

- Receipt of WIA funds from federal and state administering agencies
- Results of negotiations between selected service providers and the WC administrative staff
- Continued availability of WC WIA funds
- Approved by ADW committee
- Approved by Workforce connections board

- Submission and approval of Statement of Qualifications by grantee

All awards are contingent upon the results of a more thorough pre-award review including an assessment of the Statement of Qualifications. If the results of the review indicate, in the opinion of WC, that the proposed service provider may not be able to fulfill contract expectations, WC reserves the right not to enter into contract with the organization, regardless of the ranking and/or approval of the respondent's proposal.

WC may require selected service providers 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 even though it is found to be in the competitive range if, in the opinion of WC, the services proposed are not needed, the goals of the proposal do not align with goals of WC, or the costs are higher than WC finds reasonable in relation to the overall funds available.

7.3 Protests/Disputes/Grievance/Appeals Process and Procedures:

Respondents that are not funded have the right to dispute any provision of the awarded contract(s). While contracted service delivery will continue, disputes shall be promptly processed as outlined in WC's policy 3.5.

All protests, grievances and complaints shall be presented to the Executive Director for review. All protests, grievances and complaints shall be assessed by the Executive Director to determine their merit. If protests, grievances or complaints are found to have merit, they will be promptly processed as outlined in WC's policy 3.5.

Appeals may not dispute a particular score received by the petitioning agency, or the scores assigned to a competing agency. The scores awarded are final based on the "best business judgment" of the review panel and are not subject to question. An appealing agency may appeal the award denial, if it can show that any substantial portion of the published RFP was not followed. All appeals must be submitted in writing addressed to the WC Executive Director within five (5) working days of the notification of refusal or denial of an award. Only appeals that cite the specific section(s) of the RFP that have been violated will be considered. Once reviewed for merit, the appeal will be evaluated first by the appropriate WC committee, and then by the full WC. Appeals received after the established deadline will not be accepted. The funding decisions made by the full WC will be final.

7.4 Contract Requirements

Any changes to the WIA program, the State of Nevada and/or WC WIA Plan, may result in a change in contract terms. 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 Request for Proposal package that become invalid.

Additional funds received by WC may be used to expand existing contracts, or to fund competitively rated proposals not initially funded under this RFP. These decisions shall be at the discretion of WC.

7.5 Program Period

The initial funding period is October 1, 2010 through June 30, 2011. WC reserves the right to renew, extend, reissue or renegotiate contracts for up to two additional years based on funding availability and contractor performance. Excellent performance by a contractor does not necessarily bind WC to extend an existing contract.

7.6 Type of Contract

WC will enter into a cost reimbursable contract with the entity receiving funding. Contractor shall be reimbursed for the actual expenses incurred based on the approved line item budget. The contractor's expenditures under this award may not exceed (except at contractor's risk) the total funding available unless WC agrees to amend the contract to provide additional funds.

WC may extend or modify a contract if it appears to be in the best interest of the WIA Title I program and is agreeable with the contractor. The number of participants served and/or associated services and costs may be modified at any time during a contract period by executing a contract modification agreement signed by both parties.

If any part of the work included in the proposal is to be subgranted, the grantee shall identify the services they intend to subcontract and the process used to procure those services. Service providers must follow the WC's procurement policies to ensure the process provides open and free competition. Copies of any subgrant agreements must be submit-

ted to WC prior to the execution of the final contract, however; if the subgrantee organization has been a “partner” in the development of the application prior to the grant award, and if the partner’s absence would lead to non-performance or failure, no further procurement process is required. Partner activities must be specified in the original Statement of Work.

7.7 Contractor Requirements

Respondent selected for funding must comply with U.S. DOL Regulations: 20 CFR Part 652, Office of Management and Budget Circulars A-21, A-87, A-110, A-122, A-133, or 48 CFR Part 31, whichever is applicable (<http://www.whitehouse.gov/omb/circulars/index.html>).

All service providers must adhere to the federal WIA provisions and all applicable federal regulations, (<http://www.doleta.gov/usworkforce/wia/act.cfm>) the State of Nevada WIA Compliance policies (http://www.nvdetr.org/wia/wia_pol.htm) and WC’s policies and procedures (<http://www.Workforceconnections.org/policies.html>).

Service providers are required to collect, verify, and submit monthly reports and reimbursement invoices to WC.

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

Service providers must accept liability for all aspects of any WIA program conducted under contract with WC. Service providers will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted.

Any contract resulting from this solicitation process may be reduced or cancelled during the contract period if a service provider fails to meet outcome goals specified in the contract and/or if anticipated funds are not forthcoming from the federal or state governments.

Service providers will allow access to all WIA records, program materials, staff, and participants to local, state, and federal representatives. In addition, service providers are required to maintain all WIA records for at least three years, beginning on the last day of the program year.

8.0 APPENDIX

8.1 Required Documents: Your appendix must contain the following documents:

- Resumes of key personnel, or job descriptions if positions will be filled following award
- Agreements with partners/subcontractors or other organizations associated with carrying out the proposed program (if indicated in your proposal)
- Organization Chart
- Timeline showing major activities proposed
- Include MOUs and/or Letters of Support

8.2 Optional Documents: Your appendix may also include the following items:

- Brochures and/or annual reports

9.0 COMPLETE PROPOSAL CHECKLIST

9.1 Proposal Components

Those agencies or organizations wishing to submit proposals should verify that each of the following components is included:

- Cover Page (signed and dated)
- Statement Of Compliance (signed and dated)
- Executive Summary (one page)
- Narrative Section (no more than 15 pages)

- Budget Detail and Budget Narrative

9.2 Appendix

Additional Mandatory Items to be included in the Appendix include:

- Resumes of key personnel, or job descriptions if positions will be filled upon award
- Agreements with partners/subcontractors or other organizations associated with carrying out the proposed program (if indicated in your proposal).
- Organization Chart
- Timeline showing major activities proposed

9.3 Optional Items

- Include additional materials you would like the Board to consider (no more than 10 pages).

9.4 Associated Documentation

- Completed Statement of Qualifications (SOQ) in response to the Request for Qualifications (RFQ) available for download from the WC website. Respondents are advised they do not need to complete the SOQ until notified of an award; however, the SOQ must be submitted before contract negotiations begin. No contracts will be issued until SOQ has been reviewed and approved.

Proposal Cover Sheet

1. Agency Information:

Organization Name: _____

Mailing Address: _____

Contact Person: _____ Title: _____

Phone: _____ Fax: _____ E-Mail: _____

2. Area(s) to be Served (Pleased check all that apply)

<input type="checkbox"/> Clark County	<input type="checkbox"/> Esmeralda County	<input type="checkbox"/> Lincoln County
<input type="checkbox"/> Boulder City	<input type="checkbox"/> Dyer	<input type="checkbox"/> Caliente/Pioche/Panaca
<input type="checkbox"/> Henderson	<input type="checkbox"/> Goldfield	<input type="checkbox"/> Alamo
<input type="checkbox"/> Las Vegas	<input type="checkbox"/> Nye County	<input type="checkbox"/> Other
<input type="checkbox"/> Laughlin/Searchlight	<input type="checkbox"/> Amargosa Valley/Beatty	<input type="checkbox"/> _____
<input type="checkbox"/> Mesquite	<input type="checkbox"/> Manhattan/Round Mtn.	<input type="checkbox"/> _____
<input type="checkbox"/> Moapa/Logandale/Overton	<input type="checkbox"/> Pahrump	<input type="checkbox"/> _____
<input type="checkbox"/> North Las Vegas	<input type="checkbox"/> Tonopah/Goldfield	<input type="checkbox"/> _____

3. Amount Requested

Categories	Amount
a. Total WIA Funds Requested from WC	\$
b. Total Number of Clients Proposed	
c. Average Cost Per Client Served (a ÷ b)	\$

4. Affirmation and Certification:

I affirm that the information within this proposal is true and accurate to the best of my knowledge. I acknowledge that I have read and understand the requirements of the Request for Proposal (RFP), and that my agency/organization is prepared to implement the proposed activities as described herein. Further, I certify that I am duly authorized to submit this proposal on behalf of my agency/organization. I also understand that by signing any contract initiated as a result this proposal, my agency/organization is responsible for meeting each performance measure set forth in this RFP and/or established by federal, state and local WIA regulations. I fully affirm and understand that failure to meet the performance measures set forth in this RFP may result in my organization's contract being terminated.

Name (Print) _____ Title _____

Authorized Signature _____ Date _____

Statement Of Compliance

As the authorized signatory official for: _____
(Proposing Agency/Organization)

I hereby certify:

That the above-named proposer is duly approved to submit this application requesting funding under the Workforce Investment Act (P. L. 105-220).

That the above-named proposer does hereby agree to execute all work related to this application in accordance with the Workforce Investment Act (P. L. 105-220) and Workforce Connections (WC) policies and guidelines, and other administrative requirements issued by the Governor of the State of Nevada. The service provider shall notify WC within 30 calendar days after issuance of any amended directives if it cannot so comply with the amendments; and

That the above named proposer will undertake special efforts to prevent fraud and other program abuses, such as but not limited to, deceitful practices, intentional misconduct, willful misrepresentation and improper conduct which may or may not be fraudulent in nature; and

That the above named proposer has reviewed and is in agreement with WC performance standards criteria for the Program Year for which funds are sought; and

That this application represents a firm request to deliver adult and dislocated worker employment and training services under the Workforce Investment Act; and

That the above named proposer is in agreement that WC reserves the right to accept or reject any proposal for funding; and

That the above named proposer waives any right to claims against the members and staff of WC in their individual capacities; and

That the contents of the application are truthful and accurate.

Authorized Representative Signature

Date

Typed Name and Title

Date

LETTER OF INTENT TO SUBMIT A PROPOSAL

Workforce Connections must receive prospective applicants' "Letter of Intent to Submit a Proposal" by Friday July 23, 2010. Letters may be faxed or e-mailed as noted below.

Date: _____

To: Heather DeSart, Programs Manager
Via E-mail: adultrfp@nvworkforceconnections.org
Via Fax: 638-8774

RE: Submission of a 2010 Adult and Dislocated Worker Services Proposal

This is to advise you that _____ (name of lead agency) intends to submit a proposal under the 2010 Adult and Dislocated Worker services Program.

We understand that we can rescind this Letter of Intent any time before the submission due date of Friday, August 13, 2010. We will advise workforceCONNECTIONS if we decide not to compete for 2010 Adult and Dislocated Worker services grant funding.

Signature of Lead Agency Representative

Name and Title of Lead Agency Representative

Address

Telephone Number(s)

Email Address