

City of Madison
Community Development Division
Room 225, 215 Martin Luther King Jr. Blvd.,
Madison, WI 53703-3346



REQUEST FOR PROPOSALS

RFP #8657-0-2017

**Building Human Capital:
Youth and Adult Employment Initiative**

Release Date: August 7, 2017
Due Date: 12:00 p.m., NOON
Friday, September 22, 2017

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RFP SUMMARY

RFP NUMBER	RFP # 8657-0-2017																
RFP TITLE	Building Human Capital: Youth and Adult Employment																
DEADLINE FOR BID SUBMISSIONS	12:00 P.M. (NOON) CDT, Friday, September 22, 2017 Proposals received after the deadline will not be considered.																
SCOPE	<p>The City of Madison is seeking proposals from qualified entities to:</p> <ol style="list-style-type: none"> 1) Increase employment opportunities for youth ages 14-21 who face multiple barriers to employment 2) Provide employment related services and supports to adults with the goal of connecting them to family sustaining jobs. 																
FUNDS AVAILABLE:	The City of Madison Community Development Division anticipates having \$1.17 million for allocation pending finalization of the 2018 City of Madison Budget.																
Application Form and Guidelines	Available at: Community Development Division Funding Opportunities Website																
E-MAIL PROPOSAL TO:	CDDapplications@cityofmadison.com All proposals must be submitted electronically in Excel Workbook format. Please put CDD Employment in email subject line.																
DIRECT ALL INQUIRES TO:	<p>Laura Noel, Community Resources Program Manager</p> <p>lnoel@cityofmadison.com</p> <p>City of Madison Community Development Division</p> <p>Phone: 608-266-6520</p>																
RFP CALENDAR	<p>Please Note: These dates are for planning purposes. They represent the City's desired timeline for implementing this project. Any revision to the Due Date for submission of proposals will be made by addendum. All other dates may be adjusted without notice, as needs and circumstances dictate.</p> <table border="1"> <thead> <tr> <th>Date</th><th>RFP Activity</th></tr> </thead> <tbody> <tr> <td>August 7, 2017</td><td>Release of RFP</td></tr> <tr> <td>August 10 and 11, 2017</td><td>Application Workshops, Register HERE</td></tr> <tr> <td>12:00 p.m. (CST) September 22, 2017</td><td>DEADLINE FOR SUBMISSION OF PROPOSALS</td></tr> <tr> <td>TBD</td><td>Applicant Presentations</td></tr> <tr> <td>November 14, 2017</td><td>Common Council Approval</td></tr> <tr> <td>November 17, 2017</td><td>Notification of Award</td></tr> <tr> <td>January 1, 2018</td><td>Anticipated contract start date</td></tr> </tbody> </table>	Date	RFP Activity	August 7, 2017	Release of RFP	August 10 and 11, 2017	Application Workshops, Register HERE	12:00 p.m. (CST) September 22, 2017	DEADLINE FOR SUBMISSION OF PROPOSALS	TBD	Applicant Presentations	November 14, 2017	Common Council Approval	November 17, 2017	Notification of Award	January 1, 2018	Anticipated contract start date
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SECTION 1: SCOPE OF WORK

1.1 Purpose

The 2017 funding process introduces new objectives and strategic priorities for the Community Development Division (CDD). Adult and youth employment programming are now considered priorities under a shared goal area: *Building Human Capital*. To achieve this goal the City of Madison seeks to:

- Increase paid internship and/or employment opportunities for youth ages 14-21 years who face multiple barriers. Services may include training in communication and teamwork, time management, and financial capability; career guidance accompanied by jobs or internships that provide exposure and access to a wide range of career opportunities (from technical to professional) that have the potential to lead to family sustaining jobs; and job placement and post employment support.
- Provide employment related services and supports to unemployed or underemployed adults who face multiple barriers to employment with the goal of connecting them to family sustaining jobs. These services may include education and literacy, financial capability, language skills, life skills, work ready skills, career guidance, pre- and post-employment services and employment support, transitional and permanent placement in jobs, and GED support.¹

1.2 Background

The Community Development Division (CDD) of the City of Madison seeks to create the necessary conditions for Madison residents to realize their full potential through the building of human capital and economic development. The City is therefore seeking proposals from organizations to provide a continuum of services that support high school graduation, GED attainment, career guidance, pre- and post-employment training and services, and work placement for youth and adults facing barriers, creating pathways to employment that impact racial and economic disparities and positive youth outcomes.

The City of Madison's Community Development Division's programming is reviewed through the lens of its impact on poverty, racial equity, and social justice. CDD supports a culturally and linguistically responsive, evidenced-based, holistic approach that includes coordinated service delivery to ensure that residents are able to access relevant services. Wherever possible CDD seeks to support neighborhood based needs identified in planning processes, particularly processes that have been guided by meaningful resident engagement.

The City of Madison and other partners increasingly recognize the value of effective collaborative networks of service providers in achieving stated funding goals. The application form provided for the RFP will ask applicants to identify relevant collaborations and formal coordination models within the program proposals. Applicants will be asked to identify partners and briefly describe the nature of that partnership. Applicants and their identified partners will have the opportunity to present their proposal, collaborations and partnerships to the review committee at the presentation meeting. At that time the

¹ See Forward Community Investments, "Community Development Division Funding Process Study," March 31, 2016, pages 18-20.

applicants can describe the roles and responsibilities of their existing and proposed collaboration and discuss their proposed funding strategies to achieve their stated goals.

As CDD seeks to support strategies that are effective for residents facing multiple barriers to employment, we recognize that the quality of service needed to be effective may be labor intensive. To support the conditions that make this quality service possible, factors that affect program stability such as agency staff wages, benefits, employee turnover, and access to professional development and support will be identified in program proposals. The City of Madison is committed to funding sustainable program models that in turn help create long-term community wide change.

In 2015, the City directed funding specifically to increase access to employment in the building and construction trades for women and people of color. While the commitment to those goals continues, it is expected that strategies to pursue them will remain within the framework of the broader program initiatives.

The following are community wide indicators of social change the City seeks to improve with this funding:

Systems level indicators

- Increased collaboration with post secondary education institutions and adult training programs that provide pathways for youth career progression
- Increased number of private sector partners and deepening of partnerships that support youth and adult workforce development efforts

Population level indicators with focus on youth and adults with barriers

- Decreased racial disparities in opportunity/achievement in education, employment and income
- Increased number of youth obtaining jobs or paid internships
- Increased number of youth gaining career exposure
- Increased number of youth progressing in post-secondary education and career advancement
- Increased number of adults who have obtained a minimum of high school graduation or HSED/GED
- Increased number of employed adults
- Increased number of women and people of color placed in union apprenticeships in the construction trades
- Increased number of women and people of color working in the construction trades
- Increased number of adults earning family sustaining wages

1.3 Project Scope, Description and Outcomes

A. YOUTH EMPLOYMENT SERVICES

The City of Madison Youth Employment Initiative seeks to increase paid internship and/or employment opportunities for youth ages 14-21 years who face barriers to gaining work experience and are being left behind during an improving employment economy. A job is an important step in completing the transition to adulthood, a milestone towards independence and self-reliance. CDD recognizes the

work being done toward the same goals by MMSD's Personalized Pathways, the Workforce Development Board of South Central Wisconsin, Madison College, and private business initiatives and will be exploring how to increasingly align our efforts over the next few years.

YOUTH EMPLOYMENT SERVICES CONTINUUM

The City expects to fund a package of programs that together provide a continuum of services that includes:

Service Population	Program Models	Program Elements	Measurable Outcomes
14 – 15 years	<p>Highly supported community based work crews Direct supervision and support is provided by a program staff; may include young adult mentor who was a previous program participant or neighborhood resident. Youth are hired, supervised and learn basic employment skills and receive academic support. Youth are paid by the RFP applicant organization.</p> <p>Participation results in an opportunity to advance to other programs or private sector employment.</p>	<p>Basic Employment Readiness Skills</p> <p>Job search techniques</p> <ul style="list-style-type: none"> • Resume writing • Job search • Completing application • Interview skills <p>Positive work habits</p> <ul style="list-style-type: none"> • Time management • Attitude • Regular attendance • Workplace relationships and culture <p>Education and Career Planning</p> <ul style="list-style-type: none"> • Building personal connections and networks • Financial capability • Introduction to career possibilities 	<p>Education/Training Agreements²</p> <p>Employability Skills Certificates</p> <p>School credits earned³</p> <p>Private sector employment placements</p> <p>Acceptance to other collaborative youth employment program</p>
15 – 21 years	<p>Supported work crew with projects requiring additional skill development and technical abilities Youth are supervised by an adult with a background in youth development and the skills necessary for the projects. Youth are hired and learn intermediate employment and work readiness skills, and receive academic support.</p> <p>Youth participate in career exploration activities that provide</p>	<p>Intermediate employment and work readiness skills</p> <ul style="list-style-type: none"> • All of above plus the following: • Employer expectations • Demonstrated time management • Job retention • Importance of building personal connections and networks • Informational interviewing • Introduction to innovated and 	<p>All of above...</p> <p>Demonstrated knowledge career/educational options</p> <p>Advancement to other internship programs</p> <p>Demonstrated improvement toward or proficiency in Work Readiness Skills⁴</p>

² [http://www.boarddocs.com/wi/mmsd/Board.nsf/files/AC4QJW69986F/\\$file/Policy%203150%20-%20Credit%20for%20Experiential%20Learning%20Opportunities.pdf](http://www.boarddocs.com/wi/mmsd/Board.nsf/files/AC4QJW69986F/$file/Policy%203150%20-%20Credit%20for%20Experiential%20Learning%20Opportunities.pdf)

³ See above Education/Training Agreement link above.

⁴ Work Readiness Skills defined by the Department of Labor, Education and Training Administration (ETA) are found in the Common Measures Policy, Attachment B : Definitions of Key Terms. This description of work readiness skills will apply for both adult and youth programming, though ETA it applies only to youth outcomes. The complete description can be found here: https://www.doleta.gov/performance/guidance/tools_commonmeasures.cfm.

Service Population	Program Models	Program Elements	Measurable Outcomes
	<p>participants with a deeper understanding of the workplace. Youth are paid by the RFP applicant organization. Participation results in an opportunity to advance to other programs or private sector employment.</p>	<p>entrepreneurial employment opportunities</p> <p>Career exploration experiences</p> <ul style="list-style-type: none"> • Occupational skills • Industry certification or credential • Dual credits high school and post secondary • Innovated and entrepreneurial employment opportunities • Driver education opportunities • ServSafe certification <p>Education and Career Planning</p> <ul style="list-style-type: none"> • GED, HSED or other high school graduation support • Industry recognized credentials • Driver education opportunities • Construction trade programs • Financial planning for education and training • Apprenticeships 	
15 – 17 years	<p>Placement in a supported non-profit environment with a specific mission to provide jobs or paid internship opportunities</p> <p>Youth are supervised by the RFP applicant organization or other non-profit and paid by RFP applicant organization.</p> <p>Youth receives additional employment skill development that reduces participant's barriers to active participation in future education or employment and academic support. Participation results in an opportunity to advance to other programs or private sector employment.</p>	<p>Intermediate Employment Readiness Skills</p> <ul style="list-style-type: none"> • (See above) <p>Career exploration experiences</p> <ul style="list-style-type: none"> • (See above) <p>Education and Career Planning</p> <ul style="list-style-type: none"> • (See above) 	<p>All of above and...</p> <p>Increased availability of employment or internship opportunities addressing participant's distinct needs</p> <p>Demonstrated transferable core employability skills necessary for future success</p> <p>Continued or increased school engagement and/or reconnection to education or training opportunities</p>
16 – 21 years	<p>Placement in a private business committed to supporting youth experiencing barriers to employment</p> <p>Youth are supervised by the business and supported by the RFP applicant</p>	<p>Intermediate Employment Readiness Skills</p> <ul style="list-style-type: none"> • (See above) <p>Career exploration experiences</p> <ul style="list-style-type: none"> • (See above) 	<p>All of above and...</p> <p>Certificates, credentials, dual credit, and/or license's that reduce participant's barriers to</p>

Service Population	Program Models	Program Elements	Measurable Outcomes
	<p>staff. Youth paid by business or split between the business and the RFP applicant organization.</p> <p>Youth receives academic support, occupational skills, industry certification or credential (dual credits). Participation results in an opportunity to advance to other programs or private sector employment.</p>	<p>Education and Career Planning</p> <ul style="list-style-type: none"> (See above) 	<p>employment earned</p> <p>Referrals to other adult employment programs</p>
Service Population	Program Models	Program Elements	Measurable Outcomes
High- Risk 16 – 20 years	<p>Combined employment and social/emotional support programming</p> <p>High-risk youth may include court involved, out-of-school, and credit deficient youth.</p> <p>Youth are paid for a community-based work component as well as for time spent in group learning and positive peer support activities and receive academic support. Interventions that include social-emotional learning based on cognitive behavioral approaches are preferred.</p> <p>Participation results in an opportunity to advance to other programs or private sector employment.</p>	<p>Social-Emotional Learning</p> <ul style="list-style-type: none"> Behavioral interventions Positive peer support <p>Cognitive behavioral approach or social and emotional learning strategies</p> <p>Employment Readiness Skills</p> <ul style="list-style-type: none"> Including elements from basic to intermediate depending on need <p>Career Exploration Experiences</p> <ul style="list-style-type: none"> 10 – 15 hours of community based employment experience and learning weekly <p>Education and Career Planning</p> <ul style="list-style-type: none"> (See above) 	<p>Increased understanding and demonstrated ability to manage thoughts, emotions and behavior that might interfere with employment</p> <p>Demonstrated improvement toward or proficiency in Work Readiness Skills</p> <p>Advancement and/or referrals to other employment/internship programs, private sector jobs, and/or other positive youth development activities</p>

Expectations of the applicant

1. Recruitment, Intake and Assessment

The intention of the City of Madison youth employment initiative is to coordinate all City funding for youth employment through a collaborative network of service providers with standardized, not centralized, shared recruitment and intake procedures for youth who face multiple barriers to employment due to economic and/or racial disparities with a focus on youth living in Madison's most challenged neighborhoods and youth who have been left out of the recent economic recovery.

Providers should assess each youth's interests, skills, abilities and resources, and through the network match the youth with opportunities that support their future academic or educational goals as well as meeting the needs identified for each employment or internship opportunity.

To move toward a more intentional two-generation approach to advancing economic opportunity, the intake process should attempt to discover other adults or youth in the home in need of employment services and make subsequent referrals to appropriate youth or adult programs.

2. Coordination and Resource Linkage

The City of Madison supports efforts to build a comprehensive youth employment support system amongst service providers and other key stakeholders. This must involve collaborative relationships with high schools, post-secondary educational institutions, private business, Madison-area Out of School Time (MOST) initiative, community based organizations, municipal court, juvenile justice and human services systems. Successful youth employment and internship support services connect youth to a continuum of appropriate training (traditional, entrepreneurial and innovated), work experience, and educational opportunities that address a range of skills and abilities as well as age and life stage needs.

The City of Madison, in coordination with MMSD's Personalized Pathways, the Workforce Development Board of South Central Wisconsin, Madison College, and business representatives is moving toward a more connected system of experiential learning opportunities including employment and internship opportunities.

This coordinated approach should lead to the opportunity for youth to progress from program to program and on to post-secondary adult employment supports or education opportunities.

3. Curriculum

Programs will be required to ensure all youth develop the soft skills (i.e. ability to work well with others, self-manage) and life skills (i.e. financial capability, developing support networks) that support positive youth development and build towards a successful transition to adulthood. Providers should utilize a culturally and linguistically relevant, comprehensive, positive youth development strategy with a direct link to the program's mission and goals.

Expected curriculum strategies are based on best practices that consist of life skills training that includes communication, teamwork, building personal connections and networks, time management, financial capability; career guidance and experiential learning opportunities that provide exposure and access to a range of career opportunities (from technical to professional) that have the potential to lead to further education, job placement and post-employment support.

Programming for High Risk youth must include research based curriculum that builds skills in social emotional learning through specific learning and practice strategies.

Programs must evaluate, in collaboration with the supervisor/business mentor, the youth worker's skill attainment and demonstration of employability skills while on the job.

4. Types of Eligible Placement and Employment Opportunities

The City of Madison and its partners intend to support an inclusive and responsive continuum of employment opportunities for youth that has the ability to support multiple levels of work readiness. This continuum will include:

- Highly supported community based work crews for youth gaining first time work experience.
- Supported work crew with projects requiring additional skill development and technical abilities.
- Placement in a supported non-profit environment with a specific mission to provide jobs or paid internship opportunities.
- Combined employment and support programming for high risk youth. Employment/support programming will include group social/emotional learning and positive peer support components.
- Placement in a private business with an interest in supporting opportunities for youth facing barriers to employment.
- Youth will receive occupational skills, industry certification or credential (dual credits) and career exploration or licensees that reduce participant's barriers to active participation in employment.

5. Workplace Support

Stakeholders involved in the lives of youth will work together to broker relationships – both programmatic and systemic in nature - to support young people in meeting their individual goals as well as the community in advancing youth outcomes. Programs should include group educational activities and opportunities for reflection that build on the employment experience, provide life skills that support positive youth development and create a sense of community amongst the youth participants.

Providers should support both the youth employee/intern and their supervisor through face-to-face, phone or e-mail contact as determined by the needs of the youth employee and supervisor. Funded programs should provide mentor training to prospective employers to ensure continuity of support and expectations for youth workers, including at least 20 hours of quality pre-employment/internship training for the youth. Youth should have the opportunity to take an active role in planning, implementing and assessing the program. Programs should consider hiring youth graduates as peer leaders.

Funded programs should provide at least six-months of follow-up services with their participants after the young person completes the program, including opportunities to advance to other partner programs or private sector employment.

6. Clear and Measurable Outcomes

The City of Madison is moving toward identifying standardized outcomes for similar program models, using standardized measures. Funded programs will establish clear and measurable outcomes appropriate to program model and position in the employment services continuum. (See above chart.) To build an effective service continuum that helps youth and adults progress to family sustaining careers, long-term participant outcomes must be measured. Outcomes listed are not exhaustive, and are meant to demonstrate the effectiveness of the program towards building human capital. This includes educational benchmarks that serve as indicators of workplace success. Outcomes listed reflect alignment with the Department of Labor, Education and Training Administration's benchmarks for education and work readiness.

B.) ADULT EMPLOYMENT SERVICES

The City of Madison Adult Employment Initiative seeks to increase employment and training opportunities for adults who face barriers to obtaining employment and are being left behind during an improving employment economy. CDD recognizes the work being done toward the same goals by the Workforce Development Board, Madison College, Dane County and the United Way's HIRE Initiative and will be exploring how to increasingly align our efforts over the next few years. The City expects to fund a package of programs that together provide a continuum of linguistically and culturally responsive services related to adult employment. Increasing the number of residents obtaining and retaining family sustaining jobs relies on outcomes in every level of the employment support continuum.

Programs will also be encouraged to recruit from existing programs that offer youth employment services. This is to ensure youth needing additional support, and/or are aging out of high school, are transferred to existing adult programs.

ADULT EMPLOYMENT SERVICES CONTINUUM

The City expects to fund a package of programs that together provide a continuum of services that includes:

Program Participant Description	Program Elements	Measurable Outcomes
Low skills/multiple barriers	<p>Supportive Services</p> <ul style="list-style-type: none"> • Skills, interest and basic needs assessment • Individualized monitoring, feedback and support • Baseline educational services <ul style="list-style-type: none"> ○ Literacy and basic math skills building ○ ELL training ○ GED preparation and testing support • Basic needs planning and support <ul style="list-style-type: none"> ○ Housing stability, child care, transportation, etc. – case management ○ Assistance with obtaining a driver's license <p>Employment Readiness Skills</p> <p>Job search techniques</p> <ul style="list-style-type: none"> • Resume writing • Job search • Completing application • Interview skills <p>Positive work habits</p> <ul style="list-style-type: none"> • Time management • Attitude • Regular attendance • Workplace relationships and culture 	<p>Program completion by initial participants</p> <p>Added or returning participant completion</p> <p>Participant non-completion and information about why:</p> <ul style="list-style-type: none"> - Housing/homelessness - Substance abuse - Childcare - Transportation - Mental health - Domestic violence/unhealthy relationships - Loss of social service benefits - Other <p>Participants successfully tracked/maintained contact with after 3, 6, 9 months to 1 year</p> <p>Successful connections to resources that alleviate participant barriers: housing, child care, transportation, etc.</p> <p>Attainment of GED</p> <p>Demonstrated improvement toward, or proficiency at "Low Intermediate Basic Education," Educational Functioning Level in</p>

	Education and Career Planning <ul style="list-style-type: none"> • Building personal connections and networks • Financial capability • Introduction to career possibilities On the Job Support <ul style="list-style-type: none"> • At least six months of follow up/on the job coaching, support and mediation 	<p>literacy, reading & writing, numeracy and functional & workplace skills⁵</p> <p>Demonstrated improvement toward, or proficiency at “Low Intermediate ESL,” Educational Functioning Level in speaking & listening, basic reading & writing, and functional & workplace skills⁶</p> <p>Demonstrated improvement toward or proficiency in Work Readiness Skills⁷</p> <p>Employment and/or increased employment</p> <p>Increased wages</p> <p>Maintained employment at 3, 6 and 9 months</p>
Some soft skills, general household stability, looking to develop specific work skills	Supportive Services (as needed) <ul style="list-style-type: none"> • Skills, interest and basic needs assessment • Individualized monitoring, feedback and support • Basic needs planning and support <ul style="list-style-type: none"> ○ housing stability, child care, transportation, etc. – case management ○ Assistance with obtaining a driver’s license Employment Readiness Skills Job search techniques <ul style="list-style-type: none"> • Resume writing • Job search • Completing application • Interview skills Positive work habits <ul style="list-style-type: none"> • Time management • Attitude • Regular attendance • Workplace relationships and culture Education and Career Planning <ul style="list-style-type: none"> • Building personal connections and networks • Financial capability • Career pathway planning: identifying steps toward career goals Job Related Skills Training <ul style="list-style-type: none"> • Training or tutoring in math or other basic skills specific to industry needs 	<p>Level 1 Outcomes and...</p> <p>Proficiency at “High Intermediate Basic Education,” Educational Functioning Level in literacy, reading & writing, numeracy and functional & workplace skills</p> <p>Demonstrated improvement toward, or proficiency at, “Low Intermediate/High Intermediate ESL,” Educational Functioning Level in speaking & listening, basic reading & writing, and functional & workplace skills</p> <p>Demonstrated proficiency in Work Readiness Skills</p> <p>Completed job-related training</p> <p>Demonstrated skill acquisition related to job training</p> <p>Certification obtained</p> <p>Employment in field of training and level of employment obtained</p> <p>Continued further education in related field</p> <p>Retained employment after 6 months and 1 year</p>

⁵Complete definitions of Educational Functioning Levels established by the Department of Labor, Education and Training Administration (ETA) are found in the Common Measures Policy, Attachment C: Educational Functioning Level Descriptors, and can be accessed here: https://www.doleta.gov/performance/guidance/tools_commonmeasures.cfm.

⁶See above.

⁷ Work Readiness Skills are described in Attachment B: Definitions of Key Terms, also accessed at the site above. This definition of work readiness skills will apply for both adult and youth programming, ETA applies only to youth.

	<ul style="list-style-type: none"> Industry specific training and credentials leading to jobs at or near living wage <p>On the Job Support</p> <ul style="list-style-type: none"> One year of follow up/on the job coaching, support and mediation Provide employers with learning opportunities to expand equitable hiring and retention 	<p>Increase to full-time employment from part-time or from multiple part-time jobs to full-time job</p> <p>Employment to or increased employment to a living wage</p> <p>Employer satisfaction with work ready skills</p> <p>Employer/s reporting increasing hires of people of color</p> <p>Employers reporting increased employee retention of hires with multiple barriers</p>
<p>Soft skills, including attendance generally in place, general household and life stability although may need assistance navigating work culture</p> <p>Motivated but needs to support self and family while training</p>	<p>Supportive Services (as needed)</p> <ul style="list-style-type: none"> Skills, interest and basic needs assessment Individualized monitoring, feedback and support Basic needs planning and support <ul style="list-style-type: none"> housing stability, child care, transportation, etc. – case management Assistance with obtaining a driver’s license <p>Employment Readiness Skills</p> <p>Job search techniques</p> <ul style="list-style-type: none"> Resume writing Job search Completing application Interview skills <p>Positive work habits</p> <ul style="list-style-type: none"> Time management Attitude Regular attendance Workplace relationships and culture <p>Education and Career Planning</p> <ul style="list-style-type: none"> Building personal connections and networks Financial capability Support to achieve identified steps in career plan <p>Job Related Skills Training</p> <ul style="list-style-type: none"> Training or tutoring in math or other skills to prepare for industry certification Industry specific training and credentials that lead to career advancement and higher paying jobs 	<p>Level 1-2 Outcomes and...</p> <p>Demonstrated improvement toward proficiency in Low Adult Secondary Education educational functioning level in literacy, reading & writing, numeracy and functional & workplace skills</p> <p>Demonstrated improvement toward, or proficiency at “Low Advanced/High Advanced ESL,” Educational Functioning Level in speaking & listening, basic reading & writing, and functional & workplace skills</p> <p>Mastery of Work Readiness Skills</p> <p>Industry credential attainment including achieving apprenticeship</p> <p>Employment to, or increased employment to above living wage</p>

	On the Job Support <ul style="list-style-type: none">• One year of follow up/on the job coaching, support and mediation• Provide employers with learning opportunities to expand equitable hiring and retention	
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Expectations of the Applicant

1. Recruitment, Intake and Assessment

The intention of the City of Madison adult employment initiative is to coordinate all City funding for adult employment through a collaborative network of service providers with standardized, not centralized, recruitment and intake procedures for the recruitment of adults who face multiple barriers to employment due to economic and/or racial disparities, with a focus on adults living in Madison's most challenged neighborhoods who have been left out of the recent economic recovery.

Providers should assess each participant's interest, skills, abilities and resources, and through the network, match the participant with opportunities that support their future employment and educational goals.

To move toward a more intentional two-generation approach to advancing economic opportunity, the intake process should attempt to discover other adults or youth in the home in need of employment services and make subsequent referrals to appropriate youth or adult programs.

2. Coordination and Resource Linkage

Recognizing that alignment and collaboration are already taking place in the adult workforce and training arena, the City seeks to further support a comprehensive adult employment support system. This involves collaborative relationships with post secondary educational institutions, private business, community based organizations, and the justice system, along with high schools and other agencies serving older youth. This collaboration should be reflected in applications which show strong referral relationships between programs along the above described continuum.

Funded programs will demonstrate how they connect participants to services in the adjacent levels on the continuum, including youth programming, through coordinated recruitment and referral and partnerships with other agencies, educational institutions and/or employers. Funded programs will also connect participants to community resources that help participants address barriers to obtaining and maintaining employment.

Preference will be given to programs that can demonstrate these connections through both internal practices and interagency partnerships and commitments. Examples of alignment include, but are not limited to:

- Intentional scheduling or geographic placement of programs and services to enable smooth transitions between them, such as coordinated scheduling of the graduation of one program with the enrollment of a relevant partner program, or co-location of services.

- Coordination with community partners to address participant barriers and increase their likely success in employment, such as providing child care, securing transportation, addressing mental health or AODA issues or embedding Workers Rights Center workshops, health care information/enrollment, and child care assistance outreach and intake into programming.
- Intentional connection to employers, such as aligning programming with job fairs, engaging employers in program design, program applicant interviews, job placement, and on the job support.

3. Curriculum

Providers should utilize a linguistically and culturally relevant, asset-based model. Programs will prioritize the development of soft skills and work ready skills (i.e. ability to work well with others, self-manage) and life skills (i.e. financial capability, developing support networks) that help participants develop the skills to obtain and retain long-term, family sustaining employment.

Expected strategies are based on best practices that consist of life skills training that includes communication, teamwork, building personal connections and networks, time management, financial capability; career guidance that has the potential to lead to further education; job placement and post-employment support.

Programs will evaluate the participant's skill attainment and ability to demonstrate soft skills and work ready skills.

Job skills training and industry trainings will utilize curriculums that prepare participants for appropriate industry recognized credentials and connect to industries with jobs in demand.

4. Types of Placement and Employment Opportunities

While not all programs will provide direct job placement, proposals are encouraged that include one or more of the following types of work opportunity:

- Supervised training and/or employment
- Subsidized or employer-paid transitional employment
- Paid or unpaid internships, apprenticeships or work crews

5. Ongoing and Workplace Support

Funded adult employment training will build relationships with employers – both programmatic and systemic in nature –to support participants in meeting their individual goals. Providers will support both the employee/intern and their supervisor through face-to-face, phone or e-mail contact as determined by the needs of the employee and supervisor. Providers will make training and mentor training available to prospective employers that encourages an equitable and supportive workplace to ensure continuity of support and expectations.

Providers will provide 3-12 months of follow-up services with their participants after program completion, including referral to other employment training programs or continued education, as appropriate.

Tracking participants after program completion

Because the journey to stable, family sustaining employment may take years for individuals facing multiple barriers, tracking participants over time is crucial to assessing whether or not programs help advance participants toward higher wages and better employment. Funded applicants will demonstrate how their programs will track participants after completion as appropriate to the program model.

Examples include but are not limited to:

- MOUs and information sharing agreements with aligned program partners or employers
- On-going social, volunteer, professional development or mentorship opportunities for graduates
- Staff time allocation to the creation of a retention outreach efforts including the use of social media

Recognizing that these activities require resources, applicants are encouraged to build the cost of follow up into their budgets, reflecting both staff time and other associated expenses. All funded programs will be asked to report on the percentage of participants they are able to maintain contact with at designated times appropriate to the program model.

6. Clear and Measurable Outcomes

The City of Madison is moving toward the goal of having standardized outcomes for similar program models, using standardized measures. Funded programs will establish clear and measurable outcomes appropriate to program model and position in the employment services continuum. (See above chart.) To build an effective service continuum that helps youth and adults progress to family sustaining careers, long-term participant outcomes must be measured. Outcomes listed are not exhaustive, and are meant to demonstrate the effectiveness of the program towards building human capital. This includes educational benchmarks that serve as indicators of workplace success. Outcomes listed reflect alignment with the Department of Labor, Education and Training Administration's benchmarks for education and work readiness.

1.4 Funds Available

It is expected that \$1.17 million will be available for allocation to the Youth and Adult Employment Initiative in 2018. Currently contracted services include approximately \$540,000 in youth employment investments and \$629,000 in adult employment. It is anticipated that funds available for 2018 will reflect approximately the same amounts and distribution across youth and adult programming investments. Final allocations will be determined in the City of Madison budget process to be completed in November 2017. Distribution of funds across youth and adult employment continuums, including the construction employment programs will be determined by the quality of proposals and distribution of programs across the desired service continuums. Prior city funding of programs should not be considered a guarantee of future funding.

Contract Agreements

Contracts awarded through this RFP process may be extended for 3-4 additional years pending inclusion and approval in the City of Madison operating budgets in 2019 and 2020, and demonstrated ability to meet contract goals.

Payment Schedule

Will be negotiated at point of contract.

1.5 Criteria for Proposal Review

Funding allocations will be made with the consideration of each proposal's role in the establishment of the service continuum described in the "Building Human Capital: Youth and Adult Employment Initiative RFP Guidelines" and the strength of the individual proposal itself. The following criteria will be used when reviewing each proposal:

Building Human Capital: Youth and Adult Employment Initiative Proposal Review Criteria	Points Available
1. PROGRAM DESIGN: To what extent is the program model aligned with RFP guidelines and likely to be effective with youth/adults with multiple barriers? Does it provide the appropriate staffing, dosage, intake and assessment, responses to identified barriers, work experiences, and curriculum to achieve intended outcomes?	20 points
2. INTER-AGENCY COLLABORATION: To what extent does the proposal demonstrate strong collaborative relationships with neighborhood and community partners and a commitment to contribute to a collaborative service network?	15 points
3. CULTURAL RELEVANCE: To what extent does the proposal demonstrate connection and responsiveness to the described service population and offer culturally and linguistically appropriate recruitment, curriculum and staffing?	20 Points
4. SUPPORTIVE SERVICES: To what extent does the program demonstrate a comprehensive approach to assessment, developmentally appropriate case management and resource linkage?	15 Points
5. ORGANIZATIONAL CAPACITY: To what extent does the proposal exhibit the organizational capacity to support the proposed services (e.g. board structure, budget and staffing relative to outcomes, service numbers and long-term goals)?	15 points
6. EDUCATIONAL AND WORKFORCE ALIGNMENT: To what extent does the proposal exhibit alignment with local workforce needs, and create connections to educational and career pathways?	15 points
Total Points Available	100

SECTION 2: PROPOSAL SUBMISSION REQUIREMENTS

2.1 Response Format

1. Applicant agencies will utilize the provided application. The response to the RFP should be complete and comprehensive but succinct. Attachments or documents not specifically required should not be submitted.
2. **Proposal must be submitted by e-mail**, in Excel Workbook format provided.

2.2 Required Information And Content of Proposals

Please include only the required submittals specified below.

A. RFP Application form

Available on the [Community Development Division Funding Opportunities Website](#)

B. Designation of Proprietary and Confidential Information – Attachment A

Complete the form included in this document, if applicable.

SECTION 3: GENERAL RFP ADMINISTRATIVE INFORMATION

3.1. Point of Contact

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

Laura Noel, Community Resources Program Manager
City of Madison Community Development Division
Phone: 608-266-6520
Email: lnoe@cityofmadison.com

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.

3.2. Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the Department's website, [CDD Funding Opportunities](#). Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder's own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements of the contract.

3.3. Contracting Agency

The contract resulting from this RFP will be administered by Community Development Division, City of Madison.

3.4. Addenda / Official Communication

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [Community Development Division Funding Opportunities Website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

3.5. Oral Presentations / Site Visits / Pre-Bid Meetings

Proposers may be asked to attend pre-bid meetings, make oral presentations, or make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

3.6. Acceptance/Rejection of Proposals

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no

representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).

2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

3.7. Incurring Costs

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

3.8. Proposer Qualifications

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

3.9. Proposal Content

The evaluation and selection of a Contractor and the contract will be based on the information submitted in the vendor's proposal plus any additional information required. Additional information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

3.10. Withdrawal or Revision of Proposals

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.
2. Proposals may not be modified or altered after the deadline.

3.11. Sample Contract Documents

A sample CDD Purchase of service Contract is available on the [Youth and Adult Employment Initiative CDD Funding Process website](#).

3.12. Designation of Proprietary Information

Proposers are hereby notified that all information submitted in response to this RFP may be accessible to the public through the Community Development Division website and/or made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.
2. Requests shall use the following process:
 - Email or phone the RFP contact to discuss your concern.
 - Any information to be considered confidential or proprietary must clearly be stated on the attached "Designation of Confidential and Proprietary Information" form. (RFP Form E).
 - Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.
 - Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.
3. Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.
4. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However the City cannot ensure that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.
5. The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs,

damages and fees, including attorneys fees, awarded to the requestor and ordered to paid by the City, in any such legal action.

6. To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

3.13. Sample Contract for Purchase of Services (Attachment B)

Proposers are responsible for reviewing this attachment prior to submission of their bid. The Sample Contract for Purchase of Services shall serve as the basis of the contract resulting from this RFP. The terms of this template contract shall become contractual obligations following award of the RFP. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms.

3.14. City of Madison Additional Standard Terms and Conditions (Attachment C)

Proposers are responsible for reviewing this attachment prior to submission of their proposal. City of Madison Additional Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

3.15. Proposal Evaluation and Award

1. PRELIMINARY EVALUATION

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined nonresponsive and removed from further consideration. To be considered complete, RFPs shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.

2. PROPOSAL EVALUATIONS, INTERVIEWS AND/OR SITE VISITS

The City's designated RFP Selection Committee will make the final selection and recommendation following the evaluation of the proposals which may include presentations, site visits and interviews, if deemed necessary, with some or all of the proposers. However, the City may make preliminary selection(s) on the basis of the original proposals only, without negotiation, interviews and/or site visits with any proposers. If presentations, interviews and/or site visits are conducted, the Selection Committee may choose to assign additional points for these processes or re-evaluate, re-rate and/or re-rank the finalists' proposals based upon the written documents submitted and any clarifications offered in the interviews.

3. BEST AND FINAL OFFER

The designated Selection Committee may request best and final offers from one or more proposers determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. If best and final offers are requested, they will be evaluated against the stated criteria, scored and ranked. The City reserves the right to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next highest scoring proposer.

4. CLARIFICATION OF PROPOSALS

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

5. PRICE AND/OR COST ANALYSIS

The City reserves the right to conduct a price and/or cost analysis to determine if the price is fair and reasonable. If only one responsive proposal is received, a detailed price and/or cost analysis may be requested of the single proposer. Proposers shall cooperate as needed with the City's efforts to perform said analyses.

6. NEGOTIATION

The City reserves the right to negotiate final fees and scope of services with the selected Contractor.

7. PROCESS

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.

8. COMMUNICATION WITH SELECTION COMMITTEE

Proposers may not contact members of the Selection Committee at anytime during the evaluation process, except at the City of Madison CDD request.

9. RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.

ATTACHMENT A**DESIGNATION OF CONFIDENTIAL AND PROPRIETARY INFORMATION**

Proposers are hereby notified that all information submitted in response to this RFP may be made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. Requests for confidentiality must be submitted prior to the proposal submission date to the City of Madison Purchasing Office.
2. Requests for confidentiality must use this designated form. Failure to include this form in the bid/proposal response may mean that all information provided as part of the bid/proposal response will be open to examination and copying. The City considers other markings of confidential in the bid/proposal document to be insufficient.
3. Any information to be considered confidential or proprietary must be separated and packaged from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.

Prices always become public information when bids/proposals are opened or when negotiations have been completed and the contract has been awarded. Other information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in s. 134.90(1)(c), Wis. Stats. as follows: "Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

In the event the designation of confidentiality of this information is challenged, the undersigned hereby agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and agrees to hold the City of Madison harmless for any costs or damages arising out of the City's agreeing to withhold the materials.

The attached material submitted in response to Bid/Proposal # _____ includes proprietary and confidential information which qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats., or is otherwise material that can be kept confidential under the Wisconsin Open Records Law. As such, we ask that certain pages, as indicated below, of this bid/proposal response be treated as confidential material and not be released:

Section	Page No.	Topic	Specific law that supports confidentiality of information

Company Name _____

Enter Name: _____

By entering your initials
in the box,

You are electronically signing your
name and agreeing to the terms above.

Date: _____