

**ORANGE COUNTY  
Workforce Investment Board**



**LABOR MARKET INFORMATION /  
ECONOMIC DEVELOPMENT**

**Request for Proposals**

**2007**

<b>BIDDER'S CONFERENCE:</b>	<b>OCTOBER 4, 2007</b>
<b>LETTER OF INTENT DUE DATE:</b>	<b>OCTOBER 15, 2007</b>
<b>PROPOSAL DUE DATE:</b>	<b>OCTOBER 29, 2007</b>

# TABLE OF CONTENTS

<b>SECTION 1: REQUEST FOR PROPOSALS ESSENTIALS .....</b>	<b>4</b>
1. PURPOSE OF SOLICITATION .....	4
2. ANTICIPATED FUNDING AND CONTRACTING AVAILABILITY .....	4
1.1. <i>Anticipated Funding</i> –.....	4
1.2. <i>Additional Funding</i> –.....	4
1.3. <i>Contracting Availability</i> –.....	4
2. OVERVIEW .....	5
<i>Workforce Investment Act</i> .....	5
<i>Orange County Workforce Investment Board</i> .....	5
3. PROJECT AND SCOPE .....	6
<i>Project Management Responsibilities Synopsis</i> .....	6
3.2. <i>Comprehensive Economic Development Strategy Definition</i> .....	11
4. WIA REAUTHORIZATION.....	13
5. GENERAL PROGRAM REQUIREMENTS .....	13
5.1. <i>Service Standards</i> .....	13
5.2. <i>Performance Requirements</i> .....	15
<i>Performance Requirements Schedule</i> .....	16
6. RFP GENERAL INFORMATION.....	18
6.1. <i>Eligible Applicants</i> .....	18
6.2. <i>Joint Proposals</i> .....	18
6.3. <i>How to Obtain the RFP</i> .....	18
7. ESTIMATED RFP TIMELINE.....	18
7.1. <i>Times</i> .....	18
7.2. <i>Dates</i> .....	18
8. OCWIB BUSINESS HOURS AND HOLIDAYS .....	19
9. NOTICE OF INTENT – DUE DATE .....	19
10. PROPOSAL – DUE DATE .....	19
11. BIDDER’S CONFERENCE .....	19
12. QUESTIONS REGARDING THE RFP AND THE RFP PROCESS.....	20
<b>SECTION 2: REQUIREMENTS.....</b>	<b>20</b>
13. ADMINISTRATIVE REQUIREMENTS.....	20
13.1. <i>Proposal Submissions</i> .....	20
13.2. <i>RFP Announcement</i> .....	21
13.3. <i>RFP Modification</i> .....	22
13.4. <i>Lobbying</i> .....	22
14. CONTRACT AWARD, TERMS AND CONDITIONS .....	22
14.1. <i>Contracting</i> .....	22
14.2. <i>Payments</i> .....	22
14.3. <i>Indirect Costs</i> .....	23
14.4. <i>Profit</i> .....	23
14.5. <i>Service Delivery</i> .....	23
14.6. <i>Insurance</i> .....	23
14.7. <i>Subcontracting</i> .....	24
15. FUNDING .....	24
16. TECHNOLOGY .....	24
<b>SECTION 3: PROPOSAL APPLICATION INSTRUCTIONS.....</b>	<b>25</b>
17. PROPOSAL MATERIALS.....	25
18. PROPOSAL FORMAT .....	25
19. PROPOSAL EVALUATION .....	26
20. PROPOSAL EVALUATION CRITERIA .....	27
21. PROTESTS.....	27

21.1. Procedure .....	27
21.2. Protest of Bid/Proposal Specifications .....	28
21.3. Protest of Award of Contract .....	28
21.4. Appeal Process .....	28
<b>SECTION 4: RESPONSE .....</b>	<b>29</b>
22. PROPOSAL NARRATIVE .....	29
22.1. Response .....	29
<b>EXHIBIT A PROPOSAL RESPONSIVENESS CHECKLIST .....</b>	<b>33</b>
<b>EXHIBIT B INTERNET RESOURCES .....</b>	<b>34</b>
<b>EXHIBIT C MODEL CONTRACT .....</b>	<b>37</b>

**ATTACHMENTS:**

For clarity purposes – The Attachments shown below are numbered with the same schematic that proposers must number their attachments to their proposals. Some of the attachments listed below are forms that are provided that must be completed; while others are to be created by the proposer and attach them to their proposal as shown below:

Attachment	Form Provided	Proposer to Create
Attachment 1 – Proposal Cover Sheet	X	
Attachment 2 – Proposal Narrative		X
Attachment 3 – Signed Assurances	X	
Attachment 4 – Budget Summary	X	
Attachment 4-A Quarterly Expenditure Plan	X	
Attachment 4-B Cumulative Expenditure Plan	X	
Attachment 4-C Project Personnel Breakdown	X	
Attachment 5 – Resource Utilization form	X	
Attachment 6 – Project Organizational Chart		X
Attachment 7 – Staff Resumes		X
Attachment 8 – Audit Plan		X
Attachment 9 – Sample of CEDS		X
Attachment 10 – Project Management Plan		X
Attachment 11 – Sample of Labor Market Research		X
Attachment 12 – Business/Organizational References	X	
Attachment 13 – Letters of Commitment for Cash/In Kind Match		X

## SECTION 1: REQUEST FOR PROPOSALS ESSENTIALS

### 1. PURPOSE OF SOLICITATION

The County of Orange (hereinafter referred to as "County"), Housing & Community Services Department / Community Investment Division - Orange County Workforce Investment Board (herein after referred to as "OCWIB") is seeking to procure qualified organizations to carry out various Labor Market Information and Economic Development (LMI/ED) functions and activities. This Request for Proposals (RFP) is issued under the provisions of Section 302 of the Public Works and Economic Development Act of 1965 (EDA) (42 U.S.C. §3162), EDA's regulations at 13 C.F.R. part 303 and the Workforce Investment Act (WIA) of 1998.

### 2. ANTICIPATED FUNDING AND CONTRACTING AVAILABILITY

- 1.1. **Anticipated Funding** – The following table represents the estimated funding available for this RFP. It is anticipated that approximately \$200,000 will be available for the work outlined in this RFP.

FUNDING SOURCES	ANTICIPATED FUNDING AVAILABILITY
WIA Rapid Response and Dislocated Worker Funds	\$100,000
County General Fund	\$100,000
<b>TOTAL:</b>	<b>\$200,000</b>

- 1.2. **Additional Funding** – As additional funding and/or funding streams become available, the OCWIB and the County reserve the right to continue to fund existing contractor(s), competitively procure other providers or fund additional projects using the results of this RFP whichever is in the best interest of the OCWIB or the County.

- 1.2.1 The amount of funding available is subject to change without notice to bidders submitting proposals. Depending upon availability, other funds may also be used and/or substituted. The OCWIB and the County reserve the right to determine the best funding source.

- 1.3. **Contracting Availability** – Contracts entered into as a result of this RFP will be for 18 months from January 1, 2008 through June 30, 2009. Based upon contractor performance and funding availability, contracts may be renewed for additional increments of one year through June 30, 2011 as allowable under WIA, and at the discretion of the OCWIB and Orange County Board of Supervisors.

- 1.3.1 The County and the OCWIB retain the right to contract with the proposers selected for funding in the following ways:
- a. The County and the OCWIB retain the right to contract directly with each joint proposing entity individually.
  - b. The County and the OCWIB retain the right to contract directly with proposed subcontracted entities as identified in the proposal.
  - c. The County and the OCWIB reserve the right to make contractual changes based on clarifications and/or changes in the regulations, legislation, or other guidance provided by the State or federal government.

## 2. **OVERVIEW**

### **Workforce Investment Act**

- 2.1.1 The Workforce Investment Act of 1998 (WIA) is federal legislation that established the One-Stop Center System and the Orange County Workforce Investment Board. The legislation can be found at <http://www.doleta.gov/usworkforce/wia/act.cfm>.
- 2.1.2 WIA established business-led, demand-driven job training programs and a comprehensive workforce investment system. The system is customer-focused and assists job-seeking individuals in accessing the tools they need to manage their careers and helps companies find skilled workers.

### **Orange County Workforce Investment Board**

- 2.1.3 The Orange County Board of Supervisors and the OCWIB work in partnership to administer the WIA for Orange County.
- 2.1.4 The OCWIB is comprised of business leaders and representatives from labor, education, economic development, social services, community-based organizations, rehabilitative agencies, and other community entities.
- 2.1.5 The Orange County Housing & Community Services Department/Community Investment Division (HCS/CID) is the administrative entity of the OCWIB. HCS/CID provides staff support to the OCWIB and its committees.
- 2.1.6 The OCWIB is charged with both the responsibility to oversee funds and activities authorized by WIA to meet the needs of eligible individuals, and to build a workforce development system that aligns both WIA and non-WIA funding streams in ways that support countywide efforts to build an effective workforce development system.
- 2.1.7 The OCWIB functions as the Comprehensive Economic Development Strategy (CEDS) committee for Orange County, California as follows:
- a. Updates and implements the CEDS.
    - (1) Submits annual reports relating to the strategy, and all requirements therein; and

- (2) Assists entities in their application for Economic Development Administration funding that implements the CEDS.
- b. Operates as the County's focal point for the development and implementation of federal, State and other private and public assistance programs for public works impact projects, loans, and grants for business development by collecting data pursuant to Orange County's strategy for development, through:
  - (1) Analyzing the present economic situation;
  - (2) Identifying potential development opportunities;
  - (3) Examining the actions required to realize the County's potential; and
  - (4) Selecting feasible project opportunities and implementing the required actions.
- c. Develops and seeks adoption of policies which affect favorable economic development for Orange County.
- d. Aligns Orange County's Economic and Workforce Development.
- e. Interfaces with other organizations or projects with similar goals.

### 3. **PROJECT AND SCOPE**

#### **Project Management Responsibilities Synopsis**

3.1.1 Functions as an overall LMI/ED Project Manager to:

- a. Develop a new Comprehensive Economic Development Strategy (CEDS) for Orange County. The requirements for the development of a CEDS can be found at 13 CFR, Chapter III, Part 303.7 and can be accessed in its entirety at the following link:

[http://www.eda.gov/ImageCache/EDAPublic/documents/pdfdocs2006/2006final\\_20rule\\_2epdf/v1/2006final\\_20rule.pdf](http://www.eda.gov/ImageCache/EDAPublic/documents/pdfdocs2006/2006final_20rule_2epdf/v1/2006final_20rule.pdf).

The successful proposal will prepare and publish a written 5 Year Comprehensive Economic Development Strategy Plan for Orange County that:

- (1) Is written in accordance with current EDA Requirements – proposers are directed to Section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. §3162) and EDA regulations at 13 C.F.R. part 303.
- (2) Conforms to the technical requirements specified by EDA, with sections providing/defining/identifying: background; analysis of economic development problems and opportunities; CEDS Goals and Objectives; Community and Private Sector Participation; Strategic Projects, Programs and Activities; CEDS Project Management Plan; and Performance Measures.
- (3) Provides a plan for data compilation, analysis, evaluation and design of a final and comprehensive CEDS document.

- (4) Provides a viable CEDS Plan that will create a strong sense of regional cooperation and galvanize partnerships between businesses and government.
  - (5) Develops a means of priority setting for projects that will meet EDA requirements while at the same time meeting Orange County's needs and priorities as reflected in the CEDS.
  - (6) Develops the regional plan of action and provides ongoing maintenance of the CEDS.
  - (7) Is reviewed and approved by the OCWIB, Economic and Workforce Intelligence Committee and the Orange County Board of Supervisors.
  - (8) Meets US EDA CEDS submittal deadlines to allow final approval of the CEDS.
  - (9) Is reviewed and approved by the federal Economic Development Administration.
  - (10) Is modified by contractor in order to obtain the necessary approvals as herein described.
  - (11) Clearly identifies short-term and long-term job creation strategies.
  - (12) Describes business lay-off aversion strategies that takes into consideration the effects and ramifications of jobs and businesses that are transitioning out of the area, region, state and country.
  - (13) Identifies recommendations and "Next Steps" as part of the CEDS. The recommendations shall be written in such a way that it provides clear guidance to local businesses, local, state and nationally elected officials and workforce and economic development professionals on what can be done to create jobs and maintain current jobs in Orange County.
  - (14) Upon approval, acts on the recommendations and coordinates their accomplishment.
  - (15) Ensures the CEDS report and annual updates are submitted in accordance with an established timeline and benchmarks.
    - (a) The contractor will provide 6 (six) printed copies of the Draft CEDS and 1 (one) copy on disk/CD; and 20 (twenty) bound copies of the final CEDS and 5 (five) copies on disk/CD.
- b. Conducts other LMI-related Research as required and acts as a single point of contact for the coordination of deliverables.
- (1) Annually updates the LMI/ED Workforce Indicators Report.

- (a) Each year, an annual workforce indicators report is published which is also known as the “**Orange County Workforce: State of the County**” report. This graphically enhanced report is expected to be released in the fall. Contractor will be responsible for designing and coordinating a public release of this document.
  - (b) The workforce indicators report helps identify specific workforce needs of Orange County businesses. The reports are the result of a strong partnership among business, government and education in Orange County in promoting workforce initiatives that benefit employers, workers, and the local economy. The report addresses the significant long-term workforce needs of Orange County's fastest growing industry clusters and major employers. The primary goal of the report is to help the OCWIB administer its workforce investment and economic development programs in a more efficient, collaborative manner, and to foster the development of a seamless system of service delivery that will enhance access and improve long-term training and employment outcomes for individuals needing training and assistance in obtaining employment and Orange County employers needing a qualified, skilled workforce.
  - (c) The 2007 report can be accessed at:  
<http://www.ocwib.org/Docs/WorkforceReport07.pdf>
- (2) Updates the industry clusters of Orange County in the first year of the contract and the third year of the renewed contract.
- (a) In 2002, the Orange County Workforce Investment Board in partnership with the Orange County Business Council published “Orange County Workforce 2002 – State of the County”.  
[http://www.ocwib.org/Docs/OCW\\_SotC2002.pdf](http://www.ocwib.org/Docs/OCW_SotC2002.pdf)
  - (b) Ten industry clusters were identified for Orange County. Career progression ladders were developed to take into account the underlying growth and wage prospects within an industry cluster, as well as the training necessary and the progression of required skills and knowledge. This allows career entrants to be assured that there will be a series of high-wage, high-demand occupations that will be available upon completion of entry level training, as well as opportunities for advancement that will lead to a sustainable wage.

- (c) The identified high-demand high-growth clusters for Orange County are the following: (1) Tourism; (2) Business and Professional Services; (3) Health Services; (4) Construction; (5) Computer Hardware and Electronics; (6) Computer Software; (7) Biomedical; (8) Communications; (9) Defense/ Aerospace; and (10) Energy and Environment.
- c. Conducts other LMI Research and Geographic Information Systems (GIS) Mapping.
  - (1) The OCWIB is dedicated to build upon existing research by targeting key industries critical to the economic vitality of Orange County. Therefore, the OCWIB will identify additional research to be conducted, graphically enhanced report(s) to be issued, and GIS mapping to be completed that relate to specific industry cluster(s).
  - (2) Industry-Specific Reports - These reports are a result of a comprehensive employer survey that contains descriptive and statistical occupational information on the current Orange County labor market. It is anticipated that at least one such in-depth report per year (depending on funding) will be required.
    - (a) An example of this type and level of research is “The Orange County Healthcare Industry Report.”
    - (b) The “Orange County Healthcare Industry Report” can be accessed at [www.ocwib.org](http://www.ocwib.org) (scroll down to the LMI/ED RFP information box).
  - (3) Countywide LMI Updates and Presentations – Approximately 2-3 times a year, the Orange County Board of Supervisors, the OCWIB or the OCWIB staff may require additional subject-specific reports to be generated that will provide additional workforce or economic development related information.
  - (4) GIS Mapping – Using ESRI Arcview GIS 9.2 or other OCWIB approved formatting, provide the following:
    - (a) Update current OCWIB maps by geographic hierarchy of available subcounty business and occupational data sources. The maps are to be shown in a series of OCWIB prepared GIS maps accessible at [www.ocwib.org](http://www.ocwib.org). The maps must be downloadable in PDF format and best viewed in printed format, at sizes 8.5” x 11” and upward. Samples of these types of maps can be accessed at [www.ocwib.org](http://www.ocwib.org) (scroll down to the LMI/ED RFP information box):
      - Industry Cluster Map example

- Red Maps (Income Level and Unemployment Rates) as shown on pages 22-26 of the Orange County CEDS 2006 Annual Report.
- (b) Other maps as determined necessary by the OCWIB and the County.
  - (c) Create new maps based on the results of the CEDS.
  - (d) The successful bidder will have an informed knowledge of either or both occupational workforce data sources and/or understanding of the capabilities of GIS mapping to convey complex data relationship graphically in a readily understandable manner to stimulate interest and enable spatial analysis. Bid response(s) will require the integration of a wide range of demographic, workforce labor market information and business sources, often not previously associated through a GIS application.
  - (e) Requested maps will range in size from 8.5" x 11" to full size 42" roll plots with consequent increased detail and information with increased size. Address matching and plotting will be required for several of the requested maps. In cases where confidentiality will be required to preserve the identity of some subjects, the defined data will be aggregated to the US Census 2000 tract or to a higher sub-county geographic level as appropriate. Ongoing consultation with OCWIB staff will be required to define final map design components and database specifics.
  - (f) The sample maps are not to be viewed as a limitation on any more sophisticated approaches a bidder may wish to make. Proposals using the capabilities of ESRI Arcview GIS 9.2 related Arcview GIS extensions, ARC/FINO or MapInfo or other compatible GIS application output, including map insets, buffered zones, Thiessen or Voroni 'service area' polygons, geospatial statistics, is encouraged.
  - (g) These databases should be in MS Access or Excel formats. A data dictionary of primary and supplemental databases to develop these 'mxd' documents must be provided.
  - (h) All ArcView GIS 9.2 geographic files (mxd) and databases, developed to process the defined tasks should be saved using the relative file option should provided in a digital form on cd-roms.

- (i) Incorporate the Orange County cluster databases into a GIS based model demonstrating occupational, training and related resource needs by sub-county geographic areas. The GIS model will include a series of occupational maps and business facilities, employment and training capacities at geographic levels appropriate to data availability. The required Orange County sub-county geographic hierarchies are Workforce Investment Areas, cities, zip codes areas and Census 2000 geography.
  - (j) Contractor will provide the following performance activities: All GIS mapping and databases developed must be useable within the ESRI ArcView GIS version 9.2. All maps prepared should be projected using the *North American Datum 1983* (NAD 1983) and *California State Plane Zone VI*.
  - (k) All GIS mapping and databases developed must be useable within the ESRI ArcView GIS 9.2 application. If a bidder-produced map requires the use of an ArcView GIS extension, ARC/INFO or other compatible GIS mapping application, the deliverable may be provided in an ArcGIS Reader published map format (pmf), with the full dataset bundled in an unrestricted read format on a CD-Rom.
  - (l) Sources of all primary datasets used to process the tasks should be documented. This will include the database of cluster businesses and the associated staffing patterns factors used to estimate the selected industry occupational employment. Staffing pattern data can be accessed at:  
[www.calmis.ca.gov/file/iomatrix/staffing-patterns1.htm](http://www.calmis.ca.gov/file/iomatrix/staffing-patterns1.htm).
- (5) The management evaluation will include assessment of the overall project plan to employ a sound project management strategy and allow sufficient resources to address all aspects of the proposed project.

3.2. **Comprehensive Economic Development Strategy Definition** – The definition shown below is from the 13 CFR, Chapter III, Economic Development Administration Reauthorization Act of 2004 Implementation; Regulatory Revision; Final Rule dated September 27, 2006 which can be accessed in its entirety at the following link:

- 3.2.1 **Comprehensive Economic Development Strategy (CEDS)** means a strategy that meets the requirements from 13 CFR, Chapter III, Part 303.7 as shown below:

**§303.7 Requirements for CEDS:**

- a. *General.* CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen Regional economies. The CEDS should analyze the Regional economy and serve as a guide for establishing Regional goals and objectives, developing and implementing a Regional plan of action, and identifying investment priorities and funding sources. Public and private sector partnerships are critical to the implementation of the integral elements of a CEDS. As a performance-based plan, the CEDS will serve a critical role in a Region's efforts to defend against economic dislocations due to global trade, competition and other events resulting in the loss of jobs and private investment.
- b. *Technical requirements.* A CEDS must be the result of a continuing economic development planning process, developed with broad-based and diverse public and private sector participation, and shall contain the following:
  - (1) A background of the economic development situation of the Region with a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment and other pertinent information;
  - (2) An in-depth analysis of economic and community development problems and opportunities, including:
    - (a) Incorporation of relevant material from other government-sponsored or supported plans and consistency with applicable State and local workforce investment strategies; and
    - (b) An identification of past, present and projected future economic development investments in the Region covered;
  - (3) A section setting forth goals and objectives necessary to solve the economic development problems of the Region;
  - (4) A discussion of community and private sector participation in the CEDS effort;
  - (5) A section listing all suggested projects and the projected numbers of jobs to be created as a result thereof;

- (6) A section identifying and prioritizing vital Projects, programs and activities that address the Region's greatest needs or that will best enhance the Region's competitiveness, including sources of funding for past and potential future Investments;
- (7) A section identifying economic clusters within the Region, focusing on those that are growing or in decline;
- (8) A plan of action to implement the goals and objectives of the CEDS, including:
  - (a) Promoting economic development and opportunity;
  - (b) Fostering effective transportation access;
  - (c) Enhancing and protecting the environment;
  - (d) Maximizing effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
  - (e) Promoting the use of technology in economic development, including access to high-speed telecommunications;
  - (f) Balancing resources through sound management of physical development; and
  - (g) Obtaining and utilizing adequate funds and other resources.
- c. A list of performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to the following:
  - (1) Number of jobs created after implementation of the CEDS;
  - (2) Number and types of investments undertaken in the Region;
  - (3) Number of jobs retained in the Region;
  - (4) Amount of private sector investment in the Region after implementation of the CEDS; and
  - (5) Changes in the economic environment of the Region; and
- d. A section outlining the methodology for integrating the County CEDS with any existing State economic development priorities.

**4. WIA REAUTHORIZATION**

The WIA is currently being reauthorized. As such, funding streams may be re-defined and parameters for acceptable uses of the funding may change. By submitting a proposal, a proposer is agreeing to make the necessary adjustments to ensure compliance with any and all, new and revised parameters of the law, when enacted or reauthorized.

**5. GENERAL PROGRAM REQUIREMENTS**

5.1. **Service Standards** – If awarded a contract, the following expectations will apply:

- 5.1.1 The Contractor shall manage the total work effort associated with the services required herein to ensure fully adequate and timely completion of these services, and permit tracking of work in progress. A Project Management Plan is required. The PMP includes, but is not limited to, planning, scheduling, cost accounting, report preparation, establishing and maintaining records, supervision and quality control. The Contractor shall provide staff with the necessary management expertise to assure the performance of the required work.
- 5.1.2 Work Control – The Contractor shall plan and schedule work to assure adequate availability of resources to complete work requirements with regard to the established time limits and quality standards. Scheduling and status shall be coordinated with the assigned LMI/ED Manager.
- 5.1.3 Staffing – The experience, abilities and motivation of the staff play a critical role in the ultimate success of the services delivered to program participants. The Contractor shall ensure that staff and subcontractors/partner agency staff are properly trained to effectively carry out all activities described in this RFP. On-going staff training will ensure that staff is kept updated of all new information and processes to effectively run a comprehensive and efficient operation.
- 5.1.4 Contractor Availability – When not on-site, the Contractor Project Manager shall be readily available via telephone and/or email for contact by the LMI/ED Manager or other OCWIB staff. Response time during normal working hours shall not exceed forty-eight (48) hours after initial OCWIB-to-Contractor inquiry is made. If the designated Contractor Project Manager is temporarily incapacitated or unavailable for duty, a “temporary” point of contact must be established and identified to the LMI/ED Manager.
- 5.1.5 File Maintenance and Documentation - Contractor will maintain contract files, working files, and final deliverable files electronically and on paper. Major changes to the work plan, impacting the pricing or scope of work, must be documented with signed contract amendments or modifications. Minor changes may be documented with time/date/individual approval notations in the work plan. Upon request, Contractor shall furnish such documentation to OCWIB staff within 48 hours of the original request.
- 5.1.6 OCWIB staff will monitor and measure the performance of Contractors during quarterly performance reviews. Contractors shall participate fully in the performance reviews and provide evidence they have reviewed and analyzed the performance information on an on-going basis.
- 5.1.7 Monthly Progress Report – The Contractor shall submit a progress report due the 15th of each month for the previous month’s work along with invoices. Monthly submissions shall also include the latest version of the Project Management Plan and be made via email to the individuals designated during the initial kickoff meeting.

- 5.1.8 The Contractor shall coordinate all anticipated on-site presence with the LMI/ED Manager and the Contract Administrator in advance of any travel planning. The Contractor shall arrange his/her on-site work so as not to cause interference with the normal occurrence of OCWIB business. The Contractor shall make every effort to minimize the impact of the interference and its effects by proper planning and coordination of efforts with the LMI/ED Manager.
- 5.1.9 Contractor may be required to schedule periodic meetings during the term of the contract to discuss performance. This meeting, should it be required, shall be scheduled at the LMI/ED Manager's request anytime during the term of the Contract. At this meeting, the LMI/ED Manager will provide Contractor with feedback and will note any deficiencies in contract performance and provide Contractor with an opportunity to address and correct these areas. Additional quality assurance meetings may be required, depending upon performance.
- 5.1.10 Corrective Action Plans – Contractors performing at below the contract level on a quarterly basis on any individual performance measure will be subject to corrective actions including intensive technical assistance and thorough assessment of the causes of the low performance; development and implementation of appropriate Corrective Action Plan(s) to raise performance; and close monitoring of subsequent performance to assess the impact of the corrective action plan(s). Contractor's performance trends and Contractor's full attention to corrective action plans will be critical to decisions regarding contract renewal. Failure to achieve the goals set forth in the corrective action plan may result in penalties such as de-obligation or revocation of the contract by the OCWIB and/or the County.
- 5.1.11 Deliverables – Contractors are required to deliver services in accordance with all specific program components, service levels and performance standards established by the OCWIB.
- 5.2. **Performance Requirements** – Contractor performance includes but is not limited to meeting project parameters as set forth in the general program requirements, approved scope of work and performance requirements. Contractors agree that lack of compliance with any of these may constitute grounds to reduce Contractor's payment level and budget.
- 5.2.1 Performance – Contractor shall be required to meet or exceed all performance measures established by the OCWIB. OCWIB reserves the right to unilaterally change the established performance measures throughout the program year to benefit the project.
- 5.2.2 New or Additional Performance Measures – During the year new measurements may be established if required by the OCWIB, County, State, federal directive, statute or law.
- 5.2.3 The chart on the following page depicts the performance requirement due dates by quarter:

**Performance Requirements Schedule**  
**LABOR MARKET INFORMATION / ECONOMIC DEVELOPMENT RFP**

**NOTE:** It is anticipated the contract(s) that is initiated as a result of this RFP will commence sometime during the month of January 2008. The chart below describes the frequency of the performance outcome and the quarter(s) by which the performance requirements must be completed. The work itself may need to be conducted in previous quarters in order to achieve the completed work by the quarter in which it's due.

	<u>1<sup>st</sup> Quarter</u> Jan. '08 – March '08	<u>2<sup>nd</sup> Quarter</u> April '08 – June '08	<u>3<sup>rd</sup> Quarter</u> July '08 – Sept. '08	<u>4<sup>th</sup> Quarter</u> Oct. '08 – Dec. '08	<u>5<sup>th</sup> Quarter</u> Jan. '09 – March '09	<u>6<sup>th</sup> Quarter</u> April '09 – June '09
1. Prepare a "Draft" Comprehensive Economic Development Strategy (CEDS) – for review and approval	X					
2. Finalize the CEDS for submission to EDA by prescribed due date and time		X				
3. On a monthly basis, provide a written update on the current status of all deliverables	ONGOING (MONTHLY)					
4. Attend quarterly Orange County Workforce Investment Board and/or Economic and Workforce Intelligence Committee meetings, as appropriate	X	X	X	X	X	X
5. Prepare a "Draft" Annual Update to the original CEDS for review and approval					X	
6. Finalize the Annual Update to the original CEDS for submission to EDA by prescribed due date and time						X
7. Annually updates the LMI/ED Workforce Indicators Report			X			

8. Updates the industry clusters of Orange County in the first and third years (if applicable) of the contract.		X				X
9. Annually or more often depending on funding availability creates in-depth Industry-Specific Reports	ONGOING					
10. Approximately 2-3 times per year, conduct Countywide LMI Updates and Presentations		X		X		X
11. Using Geographic Information Systems (GIS) mapping, update the following maps: (1) Industry Cluster Map Set (2) Per Capita Income Map (Red Map) & Table (3) Unemployment Rate Map (Red Map) & Table	X					
12. Using GIS mapping, create new maps based on the results of the CEDS and as determined by OCWIB.			X	X		
13. Project Management Plan and any updates. Changes to the plan must be documented.	ONGOING					

**6. RFP GENERAL INFORMATION**

- 6.1. **Eligible Applicants** – Proposers to this RFP may be public agencies, business organizations, public or private not-for-profit corporations, faith and community-based organizations, local educational agencies, or private for-profit corporations organized in accordance with State and federal laws.
- 6.2. **Joint Proposals** – The OCWIB will accept joint proposals (submitted by two or more entities) as long as the proposal identifies a lead agency to be the fiscal agent and responsible for the attainment of performance standards.
- 6.3. **How to Obtain the RFP** – The RFP is available through two different methods:
  - 6.3.1 It can be downloaded from [www.ocwib.org](http://www.ocwib.org) in Adobe Acrobat PDF or Word format.
  - 6.3.2 A hard copy can be picked up at the OCWIB offices at 1300 South Grand, Building B, 3rd Floor, Santa Ana, CA 92705.
  - 6.3.3 Since the OCWIB intends to use email, Internet and computer technologies to facilitate communications regarding this RFP process and the operation of any programs funded through this RFP activity, proposers must have these capabilities as stated in Section 17 of this RFP.

**7. ESTIMATED RFP TIMELINE**

- 7.1. **Times** – All times referred to throughout this RFP are for Pacific Standard Time.
- 7.2. **Dates** – The following dates are tentative and are subject to revision without further notice:

<b>ACTIVITY</b>	<b>TENTATIVE DATES</b>
Release of RFP	September 25, 2007
Bidder's Conference	October 4, 2007 at 9:00 AM
Due Date for Submission of Questions	October 15, 2007
Answers Posted on <a href="http://www.ocwib.org">www.ocwib.org</a>	October 18, 2007
Due Date for Notice of Intent to Submit Proposal	October 19, 2007
Due Date for Proposals	October 29, 2007
Evaluation Period	October 30 – November 8, 2007
Funding Recommendation – Economic and Workforce Intelligence Committee	November 29, 2007
Board of Supervisor's Approval	December 11, 2007
Contract Negotiation and Contract Preparation	December 12 – 21, 2007
Contract Start Date	January 1, 2008

**8. OCWIB BUSINESS HOURS AND HOLIDAYS**

8.1. OCWIB/HCS-CID regular business hours are: Monday through Friday; 8:00 a.m. to 5:00 p.m.

8.2. OCWIB/HCS-CID will be closed for the following holidays in 2008:

January 1, 2008	New Years Day
January 14, 2008	Martin Luther King, Jr. Day
February 11, 2008	Abraham Lincoln's Day
February 18, 2008	President's Day
May 26, 2008	Memorial Day
July 4, 2008	Independence Day
September 8, 2008	Labor Day
October 6, 2008	Columbus Day
November 10, 2008	Veteran's Day
November 20-21, 2008	Thanksgiving
December 25, 2008	Christmas Day

**9. NOTICE OF INTENT – DUE DATE**

All who anticipate submitting a proposal(s) should forward a NOTICE OF INTENT with the subject "Notice of Intent" via e-mail: [RFP@hcs.ocgov.com](mailto:RFP@hcs.ocgov.com) or fax to: **(714) 834-7132 Attn: RFP Team by 3:00 PM, October 19, 2007**. Notices shall state name of proposer. This notice is for OCWIB planning purposes only and is not a requirement for submitting a proposal. It does not obligate any proposer to submit a proposal following the notice of intent.

**10. PROPOSAL – DUE DATE**

Proposals must be received and date-stamped by OCWIB staff by **4:00 PM, October 29, 2007**, in order to be considered for funding. Proposals submitted after the closing date and time will not be considered for funding. Proposals shall be submitted to:

**Orange County Workforce Investment Board**

1300 S. Grand, Building B, 3<sup>rd</sup> Floor

Santa Ana, CA 92705

**Attention: RFP Team**

**11. BIDDER'S CONFERENCE**

A bidder's conference is scheduled to explain the application and review process. Generally, the bidder's conference will last between 1 (one) and 3 (three) hours. The date and the location are as follows:

**October 4, 2007 at 9:00 AM**

Orange County Workforce Investment Board Administration Offices

Housing and Community Services Department

"Conference Room A/B – 2<sup>nd</sup> Floor"

1300 S. Grand Ave., Building B

Santa Ana, CA 92705

**12. QUESTIONS REGARDING THE RFP AND THE RFP PROCESS**

- 12.1. All questions must be in writing and e-mailed to [RFP@hcs.ocgov.com](mailto:RFP@hcs.ocgov.com) according to the following timeframes:
- 12.1.1 Questions submitted by October 15, 2007 at 1:00 pm will be answered on or around October 18, 2007 at 5:00 pm. Answers to all questions will be posted on the website at [www.ocwib.org](http://www.ocwib.org).
  - 12.1.2 Questions received after 1:00 pm on October 18, 2007 will not be answered.
- 12.2. It is the proposer's sole responsibility to access the [www.ocwib.org](http://www.ocwib.org) website throughout the entire process to obtain the most up-to-date information regarding this procurement. If, for some reason, an addendum or modification to the RFP needs to be issued, it will immediately be available on the [www.ocwib.org](http://www.ocwib.org) website. As changes might appear at any time, proposers should check the website frequently.

**SECTION 2: REQUIREMENTS**

**13. ADMINISTRATIVE REQUIREMENTS**

- 13.1. **Proposal Submissions** – Organizations interested in providing services are asked to submit a complete written proposal including all forms required as part of this RFP that explains their program. Proposals received will be evaluated through a competitive process, and those proposals that are most responsive to OCWIB priorities, cost effective and offer the greatest assurance of successful implementation will be considered for amounts to be negotiated.
- 13.1.1 Each proposal should be submitted in the most favorable terms, from a price and technical standpoint, which the proposer can make. However, the OCWIB and/or County reserve the right to request additional data, oral discussion or presentations in support of written proposals.
  - 13.1.2 Proposals that are submitted shall not be marked as confidential or proprietary. Proposals submitted in response to this RFP process are subject to public disclosure as permitted by the California Public Records Act. Additionally, all proposals shall become the property of the County. The County reserves the right to make use of any information or ideas in the proposals submitted.
  - 13.1.3 Regardless of any identification otherwise, including marking some or all pages as "confidential" or "proprietary", information in proposals shall become a part of the public record and subject to disclosure without further notice to the proposer. The County shall not in any way be liable or responsible for the disclosure of any such records.

- 13.1.4 All materials will be retained by the County of Orange. The County of Orange reserves the right to reject any or all proposals and to award the contract as is in its best interest. The County of Orange reserves the right to solicit additional information from any responding vendor after the proposals have been received.
  - 13.1.5 OCWIB staff will screen all proposals for completeness and compliance with the terms and conditions of the RFP (See “Exhibit A – Proposal Responsiveness Checklist”). In the selection and award of services procured under this RFP, the OCWIB shall ensure that any award will be made only to responsible proposers who have demonstrated ability to perform based upon delivering comparable or related services.
  - 13.1.6 Proposers are responsible for ensuring that their proposed uses of the funds are consistent with federal and State statutes and regulations and OCWIB priorities.
  - 13.1.7 Proposals must be competitive in terms of cost, performance and contribution to the OCWIB’s Strategic Five-Year Local Plan and modifications (available at [www.ocwib.org](http://www.ocwib.org)).
  - 13.1.8 Proposers may be subject to a pre-award survey and reference checks. Costs will be compared with pre-bid estimates collected by OCWIB staff. This may include but not be limited to a review of proposer’s record keeping procedures, management systems, accounting and administrative systems.
  - 13.1.9 All proposals may be subject to negotiation following selection by the OCWIB. Proposals which cannot be successfully negotiated will not be funded.
- 13.2. **RFP Announcement** – This announcement and its attachments are an RFP and are an invitation for prospective firms to respond. Although this solicitation is in RFP format and the County will adhere to RFP conventions, the County expressly intends that this procurement is for human services and as such the County is not bound solely by the lowest price.
- 13.2.1 This RFP does not commit the OCWIB or the County of Orange to award a contract, pay any costs incurred in the preparation of a proposal to this request, or to procure or contract for services and supplies. The County shall not be liable for any expenses incurred by responders in the preparation or submission of information. Responders are solely responsible for all expenses associated with responding to this RFP.
  - 13.2.2 The County reserves the right to cancel this RFP in part or in its entirety if it is in the best interest of the County to do so.

- 13.2.3 The County reserves the right to withdraw the RFP in the event that the OCWIB determines there is a failed competition defined as follows:
  - a. Response to RFP is insufficient to proceed
  - b. Responses to RFP make it economically unfeasible to proceed, or
  - c. Any changing circumstances in status, as determined by the OCWIB that would negate the requirement of the RFP.
- 13.3. **RFP Modification** – The County further maintains the right to modify this RFP in any way and to procure any portion or portions thereof collectively, separately or in any combination thereof.
- 13.4. **Lobbying** – The County of Orange does not require and neither encourages nor discourages the use of lobbyists or other consultants for the purpose of securing business.

#### **14. CONTRACT AWARD, TERMS AND CONDITIONS**

- 14.1. **Contracting** – Contracts will be finalized following the selection process conducted by the OCWIB and approved by the Orange County Board of Supervisors.
  - 14.1.1 Initial contracts entered into as a result of this RFP will be for 1 ½ (one and one-half) years from January 1, 2008 to June 30, 2009 (please refer to “Exhibit C – Model Agreement”). Based upon contractor performance and funding availability, contracts may be renewed for two additional one year periods through June 30, 2011 as allowable under WIA and at the discretion of the County and OCWIB.
- 14.2. **Payments** – The payment process for contracts resulting from this RFP will be performance-based. Payments will be scheduled in cross-reference to deliverables as follows:
  - 14.2.1 At the end of the 1<sup>st</sup> Quarter:
    - a. Ten percent (5%) paid upon approval of the project work-plan by the OCWIB.
    - b. Ten percent (10%) paid upon the CEDS Plan completion and approval by the OCWIB.
    - c. Five percent (10%) paid upon completion of all of the following maps:
      - (1) Industry Cluster Map Set
      - (2) Per Capita Income Map (Red Map) & Table
      - (3) Unemployment Rate Map (Red Map) & Table
  - 14.2.2 At the end of the 2<sup>nd</sup> Quarter:
    - a. Ten percent (10%) paid upon the CEDS Plan approval by the Orange County Board of Supervisors.
    - b. Five percent (5%) paid upon the CEDS Plan approval by the US EDA.
    - c. Five percent (5%) paid upon updating the industry clusters of Orange County.

- d. Five percent (5%) for Project Management.
- 14.2.3 At the end of the 3<sup>rd</sup> Quarter:
  - a. Fifteen percent (15%) paid upon completion and facilitated public release of the Workforce Indicators Report.
  - b. Five percent (5%) for Project Management.
- 14.2.4 At the end of the 4<sup>th</sup> Quarter:
  - a. Ten percent (10%) paid upon completion of mapping projects resulting from the CEDS and as determined by the OCWIB.
  - b. Five percent (5%) for Project Management.
- 14.2.5 At the end of the 5<sup>th</sup> Quarter:
  - a. Five percent (5%) paid upon completion of annual CEDS update
  - b. Five percent (5%) for Project Management.
- 14.2.6 Five percent (5%) paid at the end of the contract when all deliverables have been completed and accepted, all documentation of work plans have been submitted, all other invoices have been submitted and paid, and OCWIB has approved the conclusion of the project.
- 14.2.7 If contractor does not meet deadlines or benchmarks, contractor may be subject to a reduction in funding at any given time.
- 14.2.8 The County and the OCWIB reserves the right to adjust the payment process percentages in any way upon 30 day written notification to Contractor.
- 14.3. **Indirect Costs** – Indirect costs (those not directly able to be charged to the program such as those related to payroll, risk management, processing, information services, accounting, etc.) are limited to five percent (5%) of total budget.
- 14.4. **Profit** – For private for-profit businesses, profit is limited to 10%. Profit will be negotiated and is not guaranteed at ten percent (10%) even if proposed and the proposal has been selected.
- 14.5. **Service Delivery** – Contractors are required to deliver services in accordance with all performance standards established by the OCWIB. Contractor performance includes but is not limited to meeting general program requirements, providing services as described in the scope of work, providing deliverables in accordance with timelines and benchmarks and attaining performance requirements.
  - 14.5.1 The scope of services to be provided shall be in accordance with applicable federal, state, and local laws, regulations, rules and policies, and with specifications of this RFP.
- 14.6. **Insurance** – Contractors will be required to list the State of California, the County of Orange and the OCWIB as “additional insured” on their general liability, umbrella and fidelity bond insurance policies. If there is a fee for adding the OCWIB and Orange County to contractor’s policies, include the cost in the proposed budget. Insurance requirements are fully disclosed in the sample agreement as “Exhibit C – Model Agreement.”

14.6.1 The Contractor agrees to deposit with the County prior to the provision of services under this Agreement, Certificates of Insurance, including all endorsements required herein necessary to satisfy the County that insurance provisions of this Agreement have been complied with, and to keep such insurance in force and the certificates therein on deposit with the County during the entire term of this Agreement. Please refer to complete County of Orange insurance requirements found in the sample WIA agreement as the addendum to this RFP.

14.7. **Subcontracting** – The OCWIB retains authority before and during any contract period, to approve proposed subcontracts (including purchase orders and purchase agreements) that amount to Five thousand dollars (\$5,000) or more prior to their execution. A “Subcontractor” is defined as any person undertaking part of the work under the terms of the contract, by virtue of an agreement with the contractor.

14.7.1 All Contractors’ subcontracts must be on file with the OCWIB.

14.7.2 The OCWIB retains full authority to enforce performance standards of the subcontractor on the Contractor.

14.7.3 The OCWIB retains full authority to direct contractor in all matters pertaining to subcontractors, including cancellation of subcontractor’s contract.

## 15. **FUNDING**

15.1. This RFP is subject to funding availability and budget approval.

15.2. The anticipated initial amount of funds available for this solicitation is specified in Section 2.1 of this RFP.

15.3. The OCWIB reserves the right to adjust funding allocations without further notice to proposers submitting proposals.

15.4. As additional funding and funding streams become available, the OCWIB reserves the right to continue to fund the existing contracted Program Providers, competitively procure other providers, or fund additional activities under this RFP that are in the best interest of the OCWIB.

## 16. **TECHNOLOGY**

16.1. The County intends to use email, Internet and computer capabilities to facilitate communications regarding this RFP process and the operation of any programs funded through this RFP. All providers will maintain:

16.1.1 A high speed connection to the Internet suitable for the size of their organization;

16.1.2 Email accounts;

16.1.3 At least one PC Workstation with Microsoft Office Professional installed to ensure compatibility with the business documents utilized by the OCWIB Administrative Office; and

16.1.4 Hardware and software necessary to accomplish the above three items as well as supporting the Information Technology needs of their staff and clients.

### SECTION 3: PROPOSAL APPLICATION INSTRUCTIONS

17. **PROPOSAL MATERIALS** – The following completed items shall be submitted with the proposal (s). If any item or section thereof is omitted, the proposal may be deemed non-responsive, eliminated from further review, and not considered for funding.
  - 17.1. Proposal Cover Sheet – “Attachment 1”
  - 17.2. Proposal Narrative – “Attachment 2”
    - 17.2.1 Organizational Qualifications, Expertise and Budget
    - 17.2.2 Comprehensive Economic Development Strategy
    - 17.2.3 Labor Market Information Research
    - 17.2.4 Geographic Information Systems Mapping
    - 17.2.5 Project Management
  - 17.3. Signed Assurances – “Attachment 3”
    - 17.3.1 Proof of Non-Profit Status or Current Business License – “Attachment 3-A” (If applicable) If your organization is a private non-profit agency, please provide proof of non-profit status (most recent IRS 990). If private for profit agency, please provide current business license. No proof is required from public schools or governmental agencies.
  - 17.4. Budget Summary – “Attachment 4”
    - 17.4.1 Quarterly Expenditure Plan – “Attachment 4-A”
    - 17.4.2 Cumulative Expenditure Plan – “Attachment 4-B”
    - 17.4.3 Project Personnel Breakdown – “Attachment 4-C”
  - 17.5. Resource Utilization – “Attachment 5.”
  - 17.6. Project Organizational Chart – “Attachment 6”
  - 17.7. Staff Resumes – “Attachment 7”
  - 17.8. Audit Plan – “Attachment 8”
  - 17.9. Copy of Sample CEDS Plan – “Attachment 9”
  - 17.10. CEDS – Project Management Plan – “Attachment 10”
  - 17.11. Copy of Sample Labor Market Research – “Attachment 11”
  - 17.12. Business/Organizational References – “Attachment 12”
  - 17.13. Letters of Commitment – “Attachment 13”
18. **PROPOSAL FORMAT** – The proposal(s) shall follow these format guidelines. If any guideline is omitted, the proposal may be deemed non-responsive, eliminated from further review, and not considered for funding.
  - 18.1. 12-pitch size, Arial font

- 18.2. Single spacing
  - 18.3. Pages numbered sequentially
  - 18.4. Response section shall be no more than 20 pages in length, *not including* required forms, attachments, letters of commitment, etc.
  - 18.5. If your organization does not have information pertaining to one of the requested attachments, Please identify as such on the attachment and provide the explanation.
    - 18.5.1 For example, Question #B-1 is as follows: “Describe your experience in developing a Comprehensive Economic Development Strategy or similar type of project. Include a copy of previously submitted plan and indicate your level of involvement both in the design and in the approval process and identify it as “Attachment 10.”
      - a. If your organization doesn’t have an example of a plan to attach – On Attachment 10 – Clearly identify that you are not attaching a plan and then provide the explanation.
  - 18.6. One (1) original copy and electronic version on CD-ROM or diskette and six (6) hard copies for a total of seven (7).
  - 18.7. Single-sided (all copies and the original)
  - 18.8. Single-stapled (all copies and the original). Do not use binders.
  - 18.9. Proposers are asked to designate an Internet email address on their proposal cover sheet. Please notify the OCWIB immediately if at any time you cannot receive messages via e-mail. OCWIB will not return proposal responses or exhibits to proposers.
- 19. PROPOSAL EVALUATION** – To avoid conflicts of interest or the appearance of conflicts or undue influence over the process proposers should not contact OCWIB members or elected officials charged with oversight of these programs during the review process. OCWIB staff retains the right to accept, reject, or negotiate proposals received as well as to vary or waive any provisions set forth in this RFP when it is in the best interests of the OCWIB and/or the Orange County Board of Supervisors.
- 19.1. It will be understood and accepted by the proposer that all decisions and the degree to which a proposal meets the proposal evaluation criteria and the overall needs of the OCWIB are within the purview and judgment of the OCWIB and the Orange County Board of Supervisors.
  - 19.2. A review panel will evaluate all proposals which pass the initial compliance review. Selected proposers may be invited to participate in oral presentations and/or interviews as deemed necessary by the proposal evaluation panel. All proposers are advised to be prepared to come in for a presentation and/or interview on short notice.

20. **PROPOSAL EVALUATION CRITERIA** – It will be understood and accepted by the proponent that all decisions and the degree to which a proposal meets the evaluation criteria and the overall needs of the OCWIB are within the purview and judgment of the OCWIB and the Orange County Board of Supervisors. A review panel will evaluate all proposals, which pass the initial compliance review.

The following criteria will be used to evaluate the proposals. The value of each element is listed next to the criteria.

<b>RFP CRITERIA</b>		<b>POINTS POSSIBLE</b>
<b>A.</b>	<b>Organizational Qualifications, Expertise and Budget</b>	<b>20</b>
<b>B.</b>	<b>Comprehensive Economic Development Strategy</b>	<b>25</b>
<b>C.</b>	<b>Labor Market Information Research</b>	<b>20</b>
<b>D.</b>	<b>Geographic Information Systems Mapping</b>	<b>15</b>
<b>E.</b>	<b>Project Management</b>	<b>20</b>
<b>TOTAL POINTS:</b>		<b>100</b>

21. **PROTESTS** - Any actual or prospective bidder, proposer or contractor who alleges a grievance by the solicitation or award of a contract may submit a grievance or protest to the appropriate agency/department Deputy Purchasing Agent.

21.1. **Procedure** - All protests shall be typed under the protester’s letterhead and submitted in accordance with the provisions stated herein. All protests shall include at a minimum the following information:

- 21.1.1 The name, address and telephone number of the protester;
- 21.1.2 The signature of the protester or the protester’s representative;
- 21.1.3 The solicitation or contract number;
- 21.1.4 A detailed statement of the legal and/or factual grounds for the protest; and
- 21.1.5 The form of relief requested.
- 21.1.6 Protests should be addressed to:

Julie Elizondo, Deputy Purchasing Agent (DPA)  
Housing and Community Services Department  
Community Investment Division  
1300 S. Grand Ave., Bldg. B, 3<sup>rd</sup> Floor  
Santa Ana, CA 92705.  
Fax: (714) 834-7132

**21.2. Protest of Bid/Proposal Specifications:**

21.2.1 All protests related to bid or proposal specifications must be submitted to the Deputy Purchasing Agent no later than five (5) business days prior to the close of the bid or proposal. Protests received after the five (5) business day deadline will not be considered by the County.

21.2.2 In the event the protest of specifications is denied and the protester wishes to continue in the solicitation process, they must still submit a bid prior to the close of the solicitation in accordance with the bid/proposal submittal procedures provided in the bid/proposal.

**21.3. Protest of Award of Contract:**

21.3.1 In protests related to the award of a contract, the protest must be submitted no later than five (5) business days after the notice of the proposed contract award is provided by the Deputy Purchasing Agent. Protests relating to a proposed contract award which are received after the five (5) business day deadline will not be considered by the County.

21.3.2 Protest Process

- a. In the event of a timely protest, the County shall not proceed with the solicitation or award of the contract until the Deputy Purchasing Agent, the County Purchasing Agent or the Procurement Appeals Board renders a decision on the protest.
- b. Upon receipt of a timely protest, the Deputy Purchasing Agent will within ten (10) business days of the receipt of the protest, issue a decision in writing which shall state the reasons for the actions taken.
- c. The County may, after providing written justification to be included in the procurement file, make the determination that an immediate award of the contract is necessary to protect the substantial interests of the County. The award of a contract shall in no way compromise the protester's right to the protest procedures outlined herein.
- d. If the protester disagrees with the decision of the Deputy Purchasing Agent, the protestor may submit a written notice to the Office of the County Purchasing Agent requesting an appeal to the Procurement Appeals Board, in accordance with the process stated below.

**21.4. Appeal Process**

21.4.1 If the protester wishes to appeal the decision of the Deputy Purchasing Agent, the protester must submit, within three (3) business days from receipt of the Deputy Purchasing Agent's decision, a written appeal to the Office of the County Purchasing Agent.

21.4.2 Within fifteen (15) business days, the County Purchasing Agent will review all materials in connection with the grievance, assess the merits of the protest and provide a written determination that shall contain his or her decision on whether the protest shall be forwarded to the Procurement Appeals Board.

- 21.4.3 The decision of the County Purchasing Agent on whether to allow the appeal to go forward will be final and there shall be no right to any administrative appeals of this decision.

## SECTION 4: RESPONSE

### 22. PROPOSAL NARRATIVE

22.1. **Response** – Proposers must address all sections and respond to every question asked. Make sure all attachments are included. Evaluators will use both your narrative response and the required attachments when evaluating your proposal. Restate the question and then provide your answer using the numbering shown below. Cumulative response section shall be no more than 20 pages in length, not including required forms or attachments, letters of commitment, etc. If you change or reorder the numbering system, raters will not be able to find your responses, and the proposal may be deemed non-responsive, may not be read, submitted for review or considered for funding.

#### A. **Organizational Qualifications, Expertise and Budget – 20 Points**

- A-1: Provide a narrative of your organization’s history, including year founded, locations, mission statement, scope of services, company structure, professional affiliations, and accreditations, if applicable.
- A-2: Describe your organization’s experience in workforce and economic development activities in Orange County or a similar area.
- A-3: Describe your organization’s staffing plan should you be awarded a contract. Describe the qualifications, including economic development experience of staff that will be working directly on the projects as outlined in this RFP. Include a project organizational chart and identify it as “Attachment 6.” Include the identification of the chief point of contact for the deliverables required under this RFP. Complete the Budget Summary – “Attachment 4,” Quarterly Expenditure Plan – “Attachment 4-A”, Cumulative Expenditure Plan – “Attachment 4-B”, and Project Personnel Breakdown – “Attachment 4-C.” Also include staff resumes for all staff that will be paid by this contract as identified in the budget with Full-time Equivalents (FTE) and attach their resumes as “Attachment 7.” Resumes should highlight staff’s experience on similar types of projects as identified through this RFP.
- A-4: Describe your organization’s economic and workforce development partnerships in Orange County. Include “Attachment 13” to include your business/organizational references.

- A-5: Describe how your resources, professional contacts, knowledge of the labor market, and special expertise are brought into play to accomplish the goals and performance of this RFP.
- A-6: Provide a clear narrative rationale for your submitted budget. Describe your organization's financial and administrative experience and capabilities. Include in that description your organization's experience in managing and accounting for multiple federal, state and local funding sources in accordance with Generally Accepted Accounting Principles (GAAP).
- A-7: Describe your organization's financial resources to cover disallowed costs or program over expenditures.
- A-8: Describe any challenges your organization may have in providing the assurances as described on "Attachment 3". Sign and submit "Attachment 3" as part of your proposal. If applicable, submit proof of non-profit status or current business license for other than public schools or governmental agencies as "Attachment 3-A".
- A-9: Describe additional resources that you or your partners can leverage for this project and complete the Resource Utilization Form – "Attachment 5". Cash or in-kind services are acceptable. Provide letters of commitment as "Attachment 14."

**B. Comprehensive Economic Development Strategy – 25 Points**

- B-1: Describe your experience in developing a Comprehensive Economic Development Strategy or similar type of project. Include a copy of previously submitted plan and indicate your level of involvement both in the design and in the approval process and identify it as "Attachment 9."
- B-1: Describe your experience in the economic and workforce development strategic planning in Orange County or similar county or region.
- B-3: Describe your plan for data compilation, analysis and evaluation and design of a final and comprehensive CEDS document.
- B-4: Describe how you will design a CEDS Plan that will create a strong sense of regional cooperation and galvanize partnerships between businesses and government.
- B-5: Describe how you will develop the regional plan of action and manage the ongoing maintenance of the CEDS.
- B-6: Describe how you would approach developing the Orange County Comprehensive Economic Development Strategy. Identify the partners that you would include. Devise a Project Management Plan (PMP) that provides timeframes for significant project action

steps and outcomes or products and include it as “Attachment 10.” The PMP should include the functions delineated in Section 4.1.1.a of this RFP and should contain a means and acknowledgement to work with OCWIB staff with an estimation of the number of required meetings and a schedule to:

- Identify goals and objectives
- Develop a regional plan of action
- Gather and compile existing data including local economic development plans
- Identify investment priorities and funding sources
- Develop priority setting methodologies
- Identify public and private sector partnerships
- Develop performance measures for the CEDS
- Describe if you intend to subcontract this portion of the RFP. If so, identify the subcontractor, how the subcontractor was chosen and describe the subcontractor’s experience in this specific area. Also include other similar projects in which your organization has collaboratively worked with the subcontractor. Include a letter of commitment from the subcontractor as part of “Attachment 13.”

**C. Labor Market Information Research – 20 Points**

- C-1: Describe your experience in conducting labor market research. Provide a copy of your one of your labor market research projects as “Attachment 11.”
- C-2: Describe your experience in conducting industry-specific labor market information research.
- C-3: Describe the process you would take to update the Workforce Indicators Report.
- C-4: Describe how you would update the industry clusters of Orange County and identify the data sources you would use.
- C-5: Describe if you intend to subcontract this portion of the RFP. If so, identify the subcontractor, how the subcontractor was chosen and describe the subcontractor’s experience in this specific area. Also include other similar projects in which your organization has collaboratively worked with the subcontractor. Include a letter of commitment from the subcontractor as part of “Attachment 13.”

**D. Geographic Information Systems (GIS) Mapping – 15 Points**

- D-1: Describe how you would approach updating the Industry Cluster Map – a sample of which can be accessed at the following link: <http://www.ocwib.org/Docs/LMI%20RFI%20&RFP/13x19ComptHARD04.pdf>. Identify potential sources of data in your response.
- D-2: Describe how you would approach updating the Per Capita Income Map – a sample of which can be accessed at the following link:

[http://www.ocwib.org/Docs/LMI%20RFI%20&RFP/RedMap\\_PerCapitalIncome&Unemployment\\_MapsNoTable\\_2pages.pdf](http://www.ocwib.org/Docs/LMI%20RFI%20&RFP/RedMap_PerCapitalIncome&Unemployment_MapsNoTable_2pages.pdf).

Identify potential sources of data in your response.

- D-3: How will you assure data and printing quality in the mapping projects? Provide sufficient descriptions and literature to convey a clear idea of the methodology used to conduct workforce mapping projects and the provisions to maintain the integrity of the confidential employer resources.
- D-4: Describe if you intend to subcontract this portion of the RFP. If so, identify the subcontractor, how the subcontractor was chosen and describe the subcontractor's experience in this specific area. Also include other similar projects in which your organization has collaboratively worked with the subcontractor Include a letter of commitment from the subcontractor as part of "Attachment 13."

**E. Project Management – 20 Points**

- E-1: Describe your organization's experience in project management of the activities as described in this RFP.
- E-2: Describe your organization's experience in working collaboratively with a Workforce Investment Board or a CEDS Committee.
- E-3: Identify how you will ensure successful performance as outlined in this RFP.

## EXHIBIT A PROPOSAL RESPONSIVENESS CHECKLIST

(For OCWIB Staff Use)

To confirm that a proposal is complete, this form will be used by OCWIB staff prior to submitting the proposal to the Evaluation Team for review. You may wish to also use it before submitting the proposal to ensure that all required documents have been submitted and required elements have been addressed. Proposals found lacking any item or section thereof may not be considered for review.

- Proposal met all format specifications
  - 12-pitch font, Arial
  - Single spaced
  - Pages numbered sequentially
- Proposal Cover Sheet – Use form provided as “Attachment 1”
- Proposal Narrative – Create form and identify it as “Attachment 2”
  - 20 Page Maximum
- Signed Assurances – Sign form provided as “Attachment 3”
  - Proof of Non-Profit Status or Current Business License – Identify as “Attachment 3-A” – if applicable
- Budget Summary – Use form provided as “Attachment 4”
  - Quarterly Expenditure Plan – Use form provided as “Attachment 4-A”
  - Cumulative Expenditure Plan – Use form provided as “Attachment 4-B”
  - Project Personnel Breakdown – Use form provided as “Attachment 4-C”
- Resource Utilization – Use form provided as “Attachment 5”
- Project Organizational Chart – Create form and identify as “Attachment 6”
- Staff Resumes – Provide staff resumes and identify as “Attachment 7”
- Audit Plan – Provide an Audit Plan and identify as “Attachment 8”
- Provide a copy of a Sample CEDS Plan (if applicable) – and identify as “Attachment 9”
- Provide Business/Organizational References – Use form provided as “Attachment 10”
- Create a Project Management Plan and identify as “Attachment 11”
- Business/Organizational References – Use form provided as “Attachment 12”
- Letters of Commitment for cash/in-kind match – Identify as “Attachment 13”
- RFP response issues that will have to be clarified prior to contract finalization:

---

---

---

## EXHIBIT B INTERNET RESOURCES

The following Internet addresses are a valuable source of information that maybe needed in developing project plans, building partnerships, and responding to questions in this RFP.

<a href="http://www.ocwib.org">www.ocwib.org</a>	<p><b>Orange County Workforce Investment Board (OCWIB)</b></p> <p>The WIA-Special Projects RFP can be accessed from the Orange County Workforce Investment Board's website. The county's 5 year strategic plan, workforce reports and recent and archived publications can be found here.</p>
<a href="http://www.caled.org">www.caled.org</a>	<p><b>California Association for Local Economic Development (CALED)</b></p> <p>CALED is an economic development organization dedicated to advancing its members' ability to achieve excellence in delivering economic development services to their communities and business clients within California.</p>
<a href="http://www.dhs.ca.gov">www.dhs.ca.gov</a>	<p><b>California Department of Health Services</b></p> <p>Serves the people of California by working to protect and improve public health.</p>
<a href="http://www.dmh.ca.gov">www.dmh.ca.gov</a>	<p><b>California Department of Mental Health</b></p> <p>Provides leadership to the California mental health system.</p>
<a href="http://www.dor.ca.gov">www.dor.ca.gov</a>	<p><b>California Department of Rehabilitation</b></p> <p>Provides information and services to rehabilitation professionals and consumers.</p>
<a href="http://www.dss.cahwnet.gov">www.dss.cahwnet.gov</a>	<p><b>California Department of Social Services</b></p> <p>California Department of Social Services home page.</p>
<a href="http://www.labor.ca.gov/panel/default.htm">www.labor.ca.gov/panel/default.htm</a>	<p><b>California Economic Strategy Panel</b></p> <p>The bipartisan California Economic Strategy Panel was established in 1993 to develop an overall economic vision and strategy to guide public policy. The Panel engages in an objective and collaborative biennial planning process that examines economic regions, industry clusters, and cross-regional economic issues. The California Regional Economies Project is currently the lead mechanism for these efforts.</p>
<a href="http://www.etp.ca.gov">www.etp.ca.gov</a>	<p><b>California Employment Training Panel (ETP)</b></p> <p>The ETP is a statewide economic development program that supports retraining of incumbent workers. The ETP also funds the training of unemployed workers for high skill, high-wage, secure jobs.</p>

<a href="http://www.labor.ca.gov/">www.labor.ca.gov/</a>	<p><b>California Labor and Workforce Development Agency</b></p> <p>The California Labor and Workforce Development Agency is an executive branch agency, and the secretary is a member of the Governor's Cabinet. The agency oversees seven major departments, boards, and panels that serve California businesses and workers including the Employment Development Department.</p>
<a href="http://www.edd.ca.gov/one-stop">www.edd.ca.gov/one-stop</a>	<p><b>California One-Stop Career Center System (WorkNet)</b></p> <p>A central location for information about One-Stop Career Centers and related links.</p>
<a href="http://www.labor.ca.gov/panel/">www.labor.ca.gov/panel/</a>	<p><b>California Regional Economies Project</b></p> <p>The California Regional Economies Project provides state and local economic and workforce development organizations with information about each regional economy and labor market in California. The Project is sponsored by the California Workforce Investment Board of the Labor &amp; Workforce Development Agency, and implemented in partnership with the <b>California Economic Strategy Panel</b>.</p>
<a href="http://www.calworkforce.org">www.calworkforce.org</a>	<p><b>California Workforce Association (CWA)</b></p> <p>CWA is a non-profit membership organization that develops public policy strategies and builds local capacity to address critical workforce issues while working with the 50 Workforce Investment Boards, One-Stop Career Centers, and other workforce development partners in California.</p>
<a href="http://www.calwia.org">www.calwia.org</a>	<p><b>California Workforce Investment Act Board</b></p> <p>The Board establishes policy for, and provides guidance to, local Workforce Investment Boards, which provide services under the WIA.</p>
<a href="http://www.edd.ca.gov">www.edd.ca.gov</a>  <a href="http://www.labormarketinfo.edd.ca.gov/cqi/databanalysis/?PAD=EID=94">www.labormarketinfo.edd.ca.gov/cqi/databanalysis/?PAD=EID=94</a>	<p><b>Employment Development Department</b></p> <p>This site contains or links to a wide range of employment and training resources, including labor market information.  <b>EDD's Labor Market Information</b> Website contains data by industry/business that can be useful in preparing your proposal.</p>
<a href="http://www.edd.ca.gov/wiarep/wialoc.htm">www.edd.ca.gov/wiarep/wialoc.htm</a>	<p><b>Local Workforce Investment Areas Administrative (LWIA) Entity</b></p> <p>Listing of the LWIAs with addresses and contact information.</p>
<a href="http://www.whitehouse.gov/omb/circulars/index.html">www.whitehouse.gov/omb/circulars/index.html</a>	<p><b>Office of Management and Budget (OMB)</b></p> <p>OMB oversees and coordinates the Federal Administration's procurement financial management, information, and regulatory policies. The OMB Circulars may be downloaded from the Web site.</p>
<a href="http://www.oconestop.com">www.oconestop.com</a>	<p><b>Orange County One-Stop System</b></p> <p>Information on the Orange County One-Stop System. Includes information of services available, workshops, upcoming events and local partners and resources.</p>

<a href="http://www.uschamber.com/icw/default">www.uschamber.com/icw/default</a>	<p><b>U.S. Chamber of Commerce – Center for Workforce Preparation (CWP)</b></p> <p>The CWP is a non-profit affiliate of the U.S. Chamber of Commerce focused on workforce development and quality education issues. CWP develops workforce strategies for businesses, chambers of commerce, and communities to hire, train, retrain, and advance skilled workers in the 21<sup>st</sup> century.</p>
<a href="http://www.doleta.gov">www.doleta.gov</a>	<p><b>U.S. Department of Labor</b></p> <p>The U.S. Employment and Training Administration's Department of Labor (DOL) home page. The DOL is the federal agent for the WIA program.</p>
<a href="http://www.doleta.gov/BRG/JobTrainInitiative">www.doleta.gov/BRG/JobTrainInitiative</a>	<p><b>U.S. Department of Labor Employment and Training Administration (DOLETA)</b></p> <p>DOLETA contributes to the efficient functioning of the U.S. labor market by providing job training, employment, labor market information, and income maintenance services. One initiative that works toward this effort is the President's High Growth Job Training Initiative. The initiative is a strategic effort to prepare workers to take advantage of new and increasing job opportunities in high-growth, high demand and economically vital sectors of the American economy.</p>
<a href="http://www.sba.gov">www.sba.gov</a>	<p><b>U.S. Small Business Administration</b></p> <p>Provides guidance and resource information to owners and operators of small businesses.</p>
<a href="http://www.workforce3one.org/">www.workforce3one.org/</a>	<p><b>Workforce3 One</b></p> <p>The Workforce3 One Integrated Web space offers the public workforce system, employers, economic development professionals, and education professionals an innovative knowledge network designed to create and support a demand-driven community, one that responds directly to business needs and prepares workers for good jobs in the fastest growing careers.</p>
<a href="http://www.doleta.gov/usworkforce/wia/act.cfm">www.doleta.gov/usworkforce/wia/act.cfm</a>	<p><b>Workforce Investment Act (WIA) Laws &amp; Regulations</b></p> <p>Provides resources for the WIA of 1998, technical amendments to the Act and Final Regulations.</p>

## EXHIBIT C MODEL CONTRACT

The Model Contract shall be considered a part of this RFP. Selected contractors will be expected to comply with all contract requirements as shown; should any proposer take exception to any of the contract provisions or requirements, that proposer is required to notify OCWIB during the Bidder's Conference.

The Model Contract is downloadable at this location:

<http://www.ocwib.org/Docs/LMI-ED-RFP-2007-ModelK.pdf>

**Attachment 1  
PROPOSAL COVER SHEET**

<b>(Lead) Organization Name:</b>			
<b>Address:</b>			
<b>Contact Person and Title:</b>			
<b>Telephone Number:</b>		<b>Fax Number:</b>	
<b>Email Address:</b>			

FUNDING	TOTAL
Funds requested	
Amount of Leveraged Funds	
Total Dollar Value of Proposal	

Federal ID #: \_\_\_\_\_  
 Certifying Agency: \_\_\_\_\_

***By signing this proposal, the qualified individual(s)<sup>1</sup> certifies that no representative of the corporation has exerted any undue influence on the procurement process, violated any federal or state procurement, conflict of interests or ethics law in seeking funding for this proposal.***

Signature: \_\_\_\_\_  
 Print/Type \_\_\_\_\_  
 Name and Title: \_\_\_\_\_  
 Date: \_\_\_\_\_

Signature: \_\_\_\_\_  
 Print/Type \_\_\_\_\_  
 Name and Title: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Check all applicable boxes:**

- |  |  |  |   |
|--|--|--|---|
| <input type="checkbox"/> Corporation                         | <input type="checkbox"/> Sole Proprietorship | <input type="checkbox"/> Partnership           | <input type="checkbox"/> Not-for-Profit |
| <input type="checkbox"/> For-Profit                          | <input type="checkbox"/> State Agency        | <input type="checkbox"/> Business Organization |   |
| <input type="checkbox"/> Labor Organization                  | <input type="checkbox"/> CBO                 |  |   |
| <input type="checkbox"/> Other Public Agency (Specify) _____ |  |  |   |

<sup>1</sup>If the Contractor is a corporation, signatures of two specific corporate officers are required as further set forth. The first corporate officer signature must be one of the following: 1) the Chairman of the Board; 2) the President; 3) any Vice President. **The second corporate officer signature must be one of the following: a) Secretary; b) Assistant Secretary; c) Chief Financial Officer; d) Assistant Treasurer.** In the alternative, a single corporate signature is acceptable when accompanied by a corporate resolution demonstrating the legal authority of the signature to bind the company.

ASSURANCES

I acknowledge that I must give assurance for each item below. If I cannot, this proposal will be automatically rejected. The assurances are:

1. I am authorized by my Board of Directors, Trustees, other legally qualified officer, or as the owner of this agency or business to submit this proposal on behalf of the "Proposer."
2. The submitted proposal shall remain valid for a period of at least 120 calendar days.
3. Proposer is not currently on any Federal, State of California, or local Debarment List.
4. Proposer will provide records to show fiscal solvency, if needed.
5. Proposer has/will have all of the fiscal control and accounting procedures needed to ensure that funds will be used as required by law and contract.
6. Proposer will meet all applicable federal, state, and local compliance requirements. These include, but are not limited to:
  - Meeting County of Orange Insurance requirements (see Sample Agreement, Exhibit C).
  - Ensuring that records accurately reflect actual performance
  - Maintaining record confidentiality, as required
  - Reporting financial and performance data, as required
  - Complying with Federal and State non-discrimination provisions
  - Meeting requirements of Section 504 of the *Rehabilitation Act of 1973*
  - Meeting all applicable labor law, including Child Labor Law standards
  - Meeting all lobbying certification and disclosure of lobbying activities requirements
7. Proposer will not:
  - Use WIA money to assist, promote, or deter union organizing.

I hereby assure that all of the above are true<sup>2</sup>.

Signature: \_\_\_\_\_  
 Print/Type \_\_\_\_\_  
 Name and Title: \_\_\_\_\_  
 Date: \_\_\_\_\_

Signature: \_\_\_\_\_  
 Print/Type \_\_\_\_\_  
 Name and Title: \_\_\_\_\_  
 Date: \_\_\_\_\_

---

<sup>2</sup> If the Contractor is a corporation, signatures of two specific corporate officers are required as further set forth. The first corporate officer signature must be one of the following: 1) the Chairman of the Board; 2) the President; 3) any Vice President. **The second corporate officer signature must be one of the following: a) Secretary; b) Assistant Secretary; c) Chief Financial Officer; d) Assistant Treasurer. In the alternative, a single corporate signature is acceptable when accompanied by a corporate resolution demonstrating the legal authority of the signature to bind the company.**

<b>PROVIDER NAME:</b>			
<b>BUDGET SUMMARY</b>			
	<b>PROJECT COSTS – OPERATIONS RELATED ACTIVITIES</b>	<b>TOTAL REQUEST</b>	<b>IN KIND</b>
1.	Salaries		
2.	Benefits		
3.	Operations		
4.	Equipment: \$5,000 or Over		
5.	Computer Related Equipment:- \$1,000 - 4,999		
6.	Consultant/Subcontract		
7.	Travel/Mileage		
	<b>OPERATIONS RELATED ACTIVITIES SUBTOTAL</b>		
	<b>PROGRAM SUBTOTAL</b>		
	<b>ADMINISTRATIVE COSTS</b>		
11.	Salaries		
12.	Benefits		
13.	Operations		
14.	Travel/Mileage		
15.	Indirect		
16.	Other (Please Describe):		
	<b>ADMINISTRATIVE COSTS SUBTOTAL</b>		
	<b>GRAND TOTAL</b>		

<b>CONTRACTOR:</b>							
<b>QUARTERLY EXPENDITURE PLAN<sup>3</sup></b>							
<b>COST CATEGORIES</b>	<b>MAR 08</b>	<b>JUNE 08</b>	<b>SEP 08</b>	<b>DEC 08</b>	<b>MARCH 09</b>	<b>JUNE 09</b>	<b>TOTAL</b>
<b>PROJECT</b>							
1. Salaries							
2. Benefits							
3. Operations							
4. Equipment: \$5,000 and over							
5. Computer Related Equipment: \$1,000 - \$4,999							
6. Consultant/Subcontract							
7. Travel/Mileage							
8. Other (Please Describe on Separate Sheet)							
<b>SUBTOTAL PROJECT</b>							
<b>ADMINISTRATION</b>							
9. Salaries							
10. Benefits							
11. Operations							
12. Travel/Mileage							
13. Indirect							
14. Other (Please Describe on Separate Sheet):							
<b>SUBTOTAL ADMINISTRATION</b>							
<b>GRAND TOTAL</b>							

<sup>3</sup> Please enter the planned expenditures for each quarter for each line item in the budget. The amounts are not cumulative.

PROVIDER NAME:									
CUMULATIVE EXPENDITURE PLAN									
COST CATEGORIES	AUG 07	NOV 07	FEB 08	MAY 08	AUG 08	NOV 08	FEB 09	MAY 09	TOTAL
<b>PROJECT</b>									
1. Salaries	0	0	0	0	0	0	0	0	0
2. Benefits	0	0	0	0	0	0	0	0	0
3. Operations	0	0	0	0	0	0	0	0	0
4. Equipment: \$5,000 and over	0	0	0	0	0	0	0	0	0
5. Computer Related Equipment: \$1,000 - \$4,999	0	0	0	0	0	0	0	0	0
6. Consultant/Subcontract	0	0	0	0	0	0	0	0	0
7. Travel/Mileage	0	0	0	0	0	0	0	0	0
8. Other (Please Describe on Separate Sheet)									
<b>SUBTOTAL PROGRAM</b>	0	0	0	0	0	0	0	0	0
<b>ADMINISTRATION</b>									
9. Salaries	0	0	0	0	0	0	0	0	0
10. Benefits	0	0	0	0	0	0	0	0	0
11. Operations	0	0	0	0	0	0	0	0	0
12. Travel/Mileage	0	0	0	0	0	0	0	0	0
13. Indirect	0	0	0	0	0	0	0	0	0
14. Other (Please Describe on Separate Sheet):	0	0	0	0	0	0	0	0	0
<b>SUBTOTAL ADMINISTRATION</b>	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	0	0	0	0	0	0	0	0	0

All monthly entries are CUMULATIVE over all previous months.  
 The cells are linked to the Quarterly Expenditure plan and should pull the cumulative expenditures automatically.  
 Please review the accuracy of the sheet before submitting. Proposers are responsible for ensuring the accuracy of this information.



RESOURCE UTILIZATION CHART

Name of Provider	Type of Resource (Non-WIA Cash or In-kind)	Description of Fund Source	Amount	Commitment Letter Attached to Proposal
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
<b>Total:</b>				

<b>Total Non-WIA Cash and In-kind Match</b>	
<b>Percent of Match to Total Requested Amount</b>	

**ORGANIZATION/BUSINESS REFERENCES**

**First Reference:**

Name of Organization: \_\_\_\_\_  
Nature of Business Relationship: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Fax Number: \_\_\_\_\_  
Email Address: \_\_\_\_\_

**Second Reference:**

Name of Organization: \_\_\_\_\_  
Nature of Business Relationship: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Fax Number: \_\_\_\_\_  
Email Address: \_\_\_\_\_

**Third Reference:**

Name of Organization: \_\_\_\_\_  
Nature of Business Relationship: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Telephone Number: \_\_\_\_\_  
Fax Number: \_\_\_\_\_  
Email Address: \_\_\_\_\_