



**DEPARTMENT OF COMMUNITY DEVELOPMENT
AND
LOCAL WORKFORCE DEVELOPMENT BOARD 71**

REQUEST FOR PROPOSAL (RFP)

FOR

ONE-STOP OPERATOR SERVICES

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

Proposal Release Date:

April 21, 2021

Proposal Submission Deadline:

May 14, 2021 4:00 PM CST

TABLE OF CONTENTS

Section I - Purpose of the Request for Proposals.....	2-6
A. Method of Solicitation	
B. Contract Term and Amount	
C. Contract Type	
D. Schedule of Events	
Section II - Background Information.....	7-10
A. Workforce Innovation and Development Act — WIOA	
B. Local Workforce Development Area 71 (LWDA 71)	
C. Caddo American Job Center	
Section III - Scope of Work.....	10-14
A. Role and Responsibilities of the One-Stop Operator	
B. Duties and Specific Tasks	
C. Service Model	
D. Program Goals and Outcomes	
Section IV - Proposal Instructions and Outline.....	14-17
A. Responsive Proposals	
B. Proposal Outline and Format	
Section V - Evaluation, Selection and Award Process.....	18-20
A. Evaluation Process	
B. Evaluation Criteria	
C. Selection	
D. Contract Award	
E. Appeal Procedure	
Section VI - Conditions Applicable to All Proposals.....	20-22
Section VII – Contract Provisions.....	22-26
Attachment A: WIOA Proposal Fact Sheet.....	27
Attachment B: Proposed Budget Form.....	28
Attachment C: Budget Narrative.....	29

I. PURPOSE OF THE REQUEST FOR PROPOSALS (RFP)

The City of Shreveport Department of Community Development, Bureau of Workforce in partnership with the Local Workforce Development Board 71, hereafter referred to as LWDB 71 is requesting proposals from committed and qualified entities to serve as One Stop Operator for the comprehensive one-stop center for employment and training services at Caddo American Job Center and capable of providing services in accordance with the Workforce Innovation and Opportunity Act (WIOA). LWDB 71 seeks to strengthen the workforce development system for City of Shreveport residents and its employers. It is the intent of LWDB 71 to fund an entity that will focus on operating the American Job Center in an inclusive and efficient manner that supports effective service delivery through integration of services with Adult and Dislocated Workers (Title I), Adult Basic Education (Title II), Wagner-Peyser (Title III), Division of Vocational Rehabilitation (Title IV), Department of Social and Health Services, and Temporary Assistance to Needy Families as well as other agencies and community partners.

The contract resulting from this RFP is anticipated to begin July 1, 2021 and continue through June 30, 2022. LWDB 71 reserves the option to extend the contract term for three (3) additional 12-month periods, based on future funding availability, additional proposed rulemaking from the U. S. Department of Labor, community need, contractors' performance, and other factors. Proposals will be accepted from any public, private for-profit or non-profit entity that can demonstrate the administrative capability to successfully provide the services identified in this RFP. The content of the accepted proposals will become the basis for the negotiation of a final contract agreement. This negotiation will include all elements of the proposal and may include additional elements as negotiated.

A. Method of Solicitation

This Request for Proposal is a competitive solicitation method being used by LWDB 71 to maximize the likelihood of selecting a high performing, extremely competent One-Stop Operator.

Notice of the RFP is being published in the local newspaper and electronically through the City of Shreveport, Department of Community Development website. The RFP may also be distributed via email to relevant organizations. The RFP and all accompanying attachments will also be posted on the City of Shreveport Department of Community Development website at: <https://www.shreveportla.gov/index.aspx?nid=240>.

Proposals may be submitted by qualified individuals, organizations or entities (public, nonprofit, or private) or a consortium of entities including a consortium of entities that, at a minimum, includes 3 or more of the one-stop system required partners with demonstrated effectiveness, located in the local area, which may include:

- an institution of higher education;
- an employment service State agency established under the Wagner Peyser Act (29 U.S.C. 49 et seq.) on behalf of the local office of the agency;
- a community based organization, nonprofit organization or intermediary organization;
- a private for-profit entity;

- a government agency; and
- another interested organization or entity, which may include a local chamber of commerce, business, or a labor organization.

Exception: *Elementary schools and secondary schools shall not be eligible for designation or certification as one-stop operators, except that nontraditional public secondary schools and area career and technical education schools may be eligible for such designation or certification.*

To be eligible, respondents must be authorized to do business in Louisiana. Workforce development minded organizations or individuals with previous experience as a contractor are encouraged to submit proposals; however, only proposals from organizations or individuals that can thoroughly demonstrate they have the ability to provide the required services will be accepted. Minority and women-owned operated businesses are encouraged to submit a proposal.

No provider or entity may compete for funds if:

- The individual or entity has been debarred or suspended or otherwise determined to be ineligible to receive federal funds by an action of any governmental individual/organization;
- The individual or entity's previous contract(s) with the LWDB 71 or City of Shreveport had been terminated for cause;
- The individual or entity has not complied with an official order to repay disallowed costs incurred during its conduct of services under any contract;
- The individual or entity or its parent organization have filed for bankruptcy during the past 7 years;
- The individual or entity has been convicted of a public entity crime pursuant to Louisiana or other state statutes;
- The individual or entity developed or drafted work requirements, or statements of work for this RFP.

B. Contract Term and Amount

It is the intent of LWDB 71 to award a single contract for the services identified herein. The expected contract term under this solicitation will be from **July 1, 2021 through July 30, 2022**, provided measurable outcomes are successfully achieved and that sufficient funds for the contract term remain available. The LWDB 71 will have the option to renew the contract for up to three (3) additional one-year periods contingent upon successful performance and with Board approval as follows:

- Optional Renewal One – July 1, 2022 through June 30, 2023
- Optional Renewal Two – July 1, 2023 through June 30, 2024
- Optional Renewal Three – July 1, 2024 through June 30, 2025

Note: The option to renew is not guaranteed and the initial award of the contract does not imply an exercise of the option to renew.

An estimated total of up to \$ 85,000.00 for the period of July 1, 2021 through June 30, 2022 in WIOA Title I funding will be available for One-Stop Operator services. These funds will be used for staffing costs related to coordination and integration of all one-stop system partners, any travel or mileage related to partner coordination, etc.

Please note: Office space, a computer, office telephone, internet, and office supplies will be provided to the Operator while the One-Stop Operator is in the Center location. Center operational costs such as staff salaries/benefits, rent, utilities, supplies, equipment, janitorial services, WIOA participant training and supportive service costs will be provided through funding sources managed by LWDB 71 and other mandated partners.

C. Contract Type

LWDB 71 contemplates payment under a cost-reimbursement basis, including performance-based provisions that will be based upon actual costs and performance delivery outcomes. A Cost Reimbursement Contract is one that establishes an estimate of total costs for the purpose of obligating funds and a ceiling that the contractor may not exceed (except at contractor's risk) unless the awarding party agrees to amend the contract and provide additional funds.

LWDB 71 is responsible for ensuring that contracted costs are both necessary and reasonable. Provisions are made for limited movement of funding among line items. The contractor is required to maintain records sufficient to account for all expenditures. Costs will be reported monthly. No part of the work covered by this request is to be subcontracted. The expected performance delivery outcomes will be linked to Duties and Specific Tasks as detailed in Scope of Work, and as determined and negotiated between the Board and the contractor.

For the purposes of responding to this RFP, Respondents should develop a line-item budget showing all expected costs associated with delivering the proposed services.

Due to the nature of LWDB 71's funding sources, potential changes in legislation and policies, and performance achieved, Respondents are advised that any contract awarded under this RFP may be modified to incorporate such changes, adjustments in the delivery system, or any activities provided.

Note: This amount is provided as a planning figure only and does not commit LWDB 71 to award a contract for this amount. The Respondent is responsible for proposing a reasonable total cost for delivering the services described in this RFP. Funding during the contract period may be adjusted due to changes in WIOA Title I funding received.

This RFP does not commit LWDB 71 to accept any proposal, nor is LWDB 71 responsible for any costs incurred by the Respondent in the preparation of responses to this RFP. LWDB 71 reserves the right to reject any or all proposals, as it is deemed to be in the best interest of Local Workforce Development Area 71. Further, LWDB 71 reserves the right to negotiate with any respondent after proposals are reviewed, if such action is deemed to be in the best interest of Local Workforce Development Area 71.

D. SCHEDULE OF EVENTS

DATE	ACTIVITY
April 21, 2021	One Stop Operator RFP Release
April 27, 2021	Bidder's Conference 1:30 PM CST Department of Community Development
May 4, 2021	Deadline to receive written inquiries by 4:00 PM CST
May 7, 2021	Deadline to answer written inquiries
May 14, 2021	Proposal Submission Deadline by 4:00 PM CST
May 17, 2021	1 st Tier review of proposal submissions for completeness
May 19, 2021	2 nd Tier review/ratings by Review Team
May 26, 2021	Consolidated rating summary; review team deliberations
May 27, 2021	Review team recommendation
Thursday, June 11, 2021	Local Workforce Development Board decision
June 12, 2021	Contract Negotiation
July 1, 2021	One Stop Operator in place

NOTE: All times shown are Central Standard Time (CST). LWDB 71 reserves the right to adjust the schedule when it is in the best interest of the Board or to extend any published deadline in this RFP via notice of the deadline extension on the City of Shreveport, Department of Community Development website at: <https://www.shreveportla.gov/index.aspx?nid=240> Written notification of an extension will be provided to those who have submitted a question or written intent to propose by the date and time specified.

Questions and Requests for Clarification

All questions/requests for clarification must be submitted and received in writing via email by **4:00 PM CST on May 4, 2021** to:

Bridgette Clark, Unit Manager

Email: bridgette.clark@shreveportla.gov

The question and answer period allows proposers to obtain guidance on the scope and nature of the work required in this RFP and to ask technical questions concerning this solicitation.

These questions will be answered via electronic mail. Verbal questions/ requests for clarification shall not be accepted. Further, LWDB 71 reserves the right to reject any or all requests for clarification in whole or in part.

To avoid actual or perceived conflict, or undue influence over the process, all Respondents are prohibited from contacting any LWDB 71 member, committee member or staff (other than through the contact listed above) regarding this RFP. Contact with anyone for purposes of influencing the outcome of the procurement will result in disqualification of the prospective Respondent from this competitive procurement process.

1. Right to Cancel

LWDB 71 reserves the right to delay, amend, reissue, or cancel, all or any part of this RFP at any time without prior notice. LWDB 71 also reserves the right to modify the RFP process and timeline as deemed necessary. Subject to guidance being issued by the US Department of Labor and/or Louisiana Workforce Commission, this RFP and/or any subsequent sub-awards will be modified to ensure compliance.

This RFP does not commit LWDB 71 to accept any proposal, nor is LWDB 71 responsible for any costs incurred by the Respondent in the preparation of responses to this RFP. LWDB 71 reserves the right to reject any or all proposals, as it is deemed to be in the best interest of Local Workforce Development Area 71. LWDB 71 reserves the right to negotiate with any respondent after proposals are reviewed, if such action is deemed to be in the best interest of Local Workforce Development Area 71.

2. Other Procurement Requirements

All proposals will be reviewed for a perceived conflict of interest. Respondents will not offer or provide any gratuities, favors, or anything of monetary value to any officer, member, employee, or agent of LWDB 71 (including standing committees), Local Chief Elected Official(s), Fiscal Agent, or other individual/organization for the purpose of having an influencing effect toward their own proposal or any other proposal submitted.

No employee, officer, or agent of LWDB 71 (including standing committees), Local Chief Elected Official(s), Fiscal Agent, or other individual/organization shall participate in the selection, award, or administration of a contract supported by WIOA funds if a conflict of interest or potential conflict would be involved.

Respondents shall not engage in any activity that will restrict or eliminate competition. Violation of this provision may cause a respondent's proposal to be rejected.

Pre-contract costs and costs of preparing the proposal are not allowable costs and cannot be included in the proposal budget nor in any resulting contract budget.

Respondents should be aware funding for WIOA programs is always subject to availability and other conditions. Funding for future periods may be changed significantly if

appropriations for WIOA programs change or if demographics change within the State or local workforce area.

II. BACKGROUND INFORMATION

A. Workforce Innovation and Opportunity Act (WIOA) of 2014

The Workforce Innovation and Opportunity Act (WIOA) was signed into law by President Barack Obama on July 22, 2014 and implemented on July 1, 2015. The WIOA superseded the Workforce Investment Act (WIA) and amended the Adult Education and Family Literacy Act, the Wagner-Peyser Act and the Rehabilitation Act of 1973.

WIOA helps jobseekers and workers access employment, education, training and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy. The first legislative reform of the public workforce investment system in more than 15 years, Congress reaffirmed the role of the One-Stop Center system, the cornerstone of the public workforce investment system and brought together and enhanced several key employment, education and training programs.

The spirit of WIOA legislation emphasizes collaboration and the belief that we can accomplish more if we work together to serve participants. Of particular focus in the legislation are the following three (3) key driving messages:

- Local employer and job seeker need drive workforce solutions and service delivery.
- Continuous improvement is critical to providing excellent customer service.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

The WIOA system is built around six (6) key principles:

1) *Alignment of Services*: Integrating multiple employment and training programs through the one-stop delivery system will simplify and expand services for job seekers and employers. WIOA supports the alignment of workforce investment, education and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system. Local partners will play a key role in policy development that is customized to meet the needs of the community.

2) *Universal Access*: Through the one-stop system, every customer will have access to a set of core employment-related services. WIOA emphasizes the need to increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.

3) *Relevant and Responsive Programs*: WIOA highlights the need to improve the quality and labor market relevancy of community, state and national employment and training programs in efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages; and to provide employers with the skilled workers the employers need to succeed in the global economy. This principle requires local workforce boards to focus on in-demand industry sectors and occupations, including alternative pathways to employment, on-the-job training, internships, and apprenticeships in order to effectively close the

skills gap.

4) *Integrated Service Delivery*: The legislation promotes improvement in the structure and delivery of services to better address the employment and skill needs of workers, job seekers and employers. Service delivery should be seamless, easy, coordinated and accessible across multiple partners and populations.

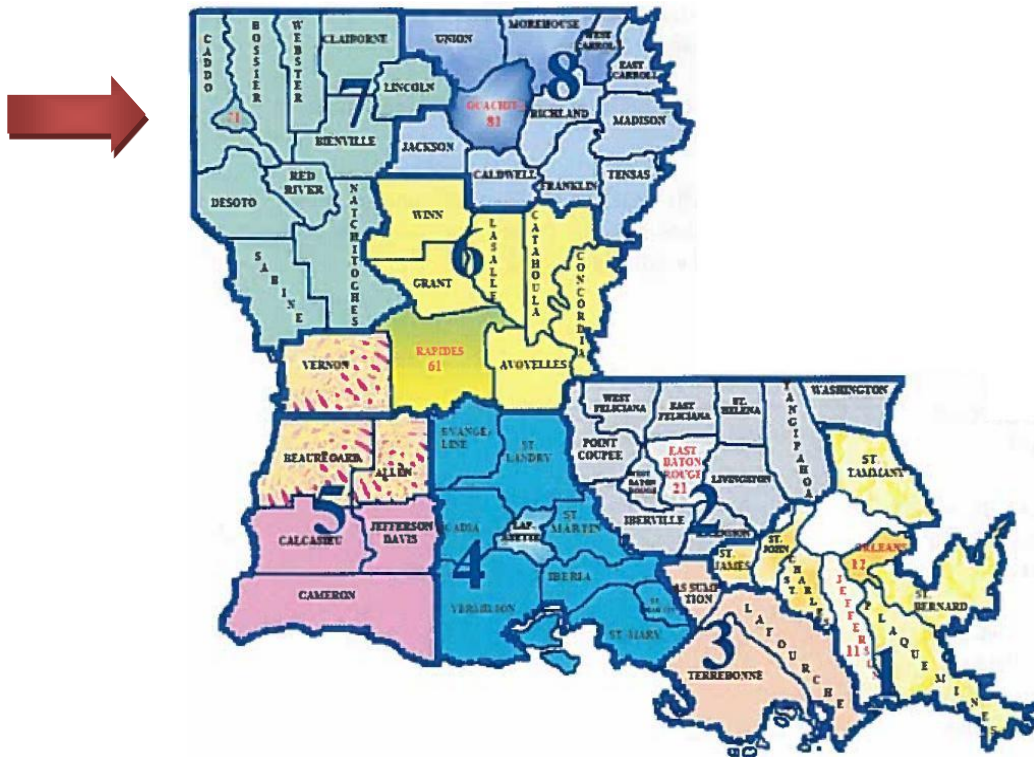
5) *Continuous Improvement*: Promoting improvement in the structure and delivery of services to increase the prosperity of workers and employers.

6) *Local Oversight*: Local boards, with involvement from the private sector, will be responsible for program planning and oversight of the local system.

Funding for WIOA is provided through United States Department of Labor/Employment and Training Administration (USDOL/ETA), which uses statutory formulas to determine the amount of grant funds each state (or outlying area) receives. These funds are sent to each state. The Louisiana Workforce Commission, Office of Workforce Development distributes the funds to *each* of the 15 Local Workforce Development Areas based on federal formulas.

B. Local Workforce Development Area 71

In the state of Louisiana, Local Workforce Development Area 71 (LWDA 71) is one of fifteen (15) Local Workforce Areas. It encompasses the geographical boundaries of the City of Shreveport. LWDA 71 is in Region 7 with LWDA 70, which consists of the following parishes: Bossier, Caddo, Webster, Desoto, Sabine, Claiborne, Red River, Lincoln, Bienville and Natchitoches.



The Mayor serves as the Chief Elected Official (CEO) and has been granted WIOA designation by the Governor of Louisiana. The City of Shreveport Government is the fiscal agent for this federal program. The CEO has appointed twenty-three (23) business and public members to function as LWDB 71 for the purpose of providing strategic guidance and oversight of the workforce development system for the area. The mission of LWDA 71 is to promote and develop a workforce system that is responsive to the needs of business and job seekers resulting in increased economic prosperity in the region and the State. Its oversight responsibility includes designation of local One-Stop Operator, location and certification of the One-Stop Centers, designation of Title I Adult, Dislocated Worker, Youth and Business Services providers, selection and monitoring of workforce development service providers and leading integrated service delivery efforts, creating policies, and setting local performance standards.

LWDA 71's regional/local (<https://www.shreveportla.gov/DocumentCenter/View/18772/Region-7-LWDA-71-Regional-Local-Plan-2020-w-signatures-02052021>) plan presents a vision that is aligned with the State's vision of a workforce system designed to provide pathways to sustained employment opportunities for all Louisianans. Individuals who are receiving public assistance, the unemployed or underemployed, those who are deficient in basic skills, as well as persons with disabilities, including disabled veterans, and others with barriers to employment are the targeted population. These individuals should have access to education, training, and supportive services needed to prepare for secure, high-demand occupations that pay family-sustaining wages. Further, LWDB 71 agrees with the Louisiana Workforce Investment Council's (State Workforce Board) support for the development of an employer-led, demand-driven workforce system based on occupational forecasts in which training, education, and services for job-seekers prepare LWDA 71 residents and other Louisiana residents for high wage, high-demand career opportunities within the state.

C. Caddo American Job Center

The LWDA 71 Workforce Development System brings together a wide variety of Federal, State and local program partners, integrates the provision of their services, and provides a full-range of assistance to job seekers and employers currently at the Caddo American Job Center, located at:

Caddo American Job Center
2121 Fairfield Avenue, Suite 100
Shreveport, LA 71104
(318)676-7788

Caddo American Job Center site hours are: 8:00 am - 5:00 pm Monday thru Friday (Thursdays 8:00 am -3:00 pm)

Examples of the services provided at Caddo American Job Center include:

- Job-search and job-placement assistance
- Access to computers, Internet, fax machines and printers for job search purposes
- Access to job listings

- Labor market information
- Assistance in preparing resumes
- Comprehensive assessment of job skills, abilities, aptitudes and needs
- Career coaching
- Workshops on topics such as interviewing skills, networking, work skills and upgrades
- Case management
- Pre-vocational services
- Information on how to file for Unemployment Insurance
- Individual employment plans
- Referrals to training, education and related supportive services
- Outreach and recruitment for Business Services

Under WIOA, mandated LWDA 71 Workforce Development System partners include the following (Section 121 (b)(1):

- **WIOA Title I programs (Core partner)**
- **Wagner-Peyser programs (Core partner)**
- **Adult Education and Literacy programs (Core partner)**
- **Rehabilitation Act programs (Core partner)**
- **Older Americans Act programs**
- **Perkins postsecondary vocational education activities**
- **Trade Adjustment Assistance and NAFTA-TAA programs**
- **Veterans Employment and Training**
- **Community Service Block Grant employment and training activities**
- **HUD employment and training activities**
- **Unemployment compensation programs**
- **Temporary Assistance for Needy Families (TANF)**
- **Job Corps**

In PY19, (07-01-2019 thru 06-30-2020) the Caddo American Job Center was visited by 15,495 adults seeking to enter the workforce or to upgrade their skills for a better job. The latter part of the PY19 the center's traffic flow was affected by the COVID-19 pandemic which caused office closures.

III. SCOPE OF WORK

A. Role and Responsibilities of the One-Stop Operator

The role of the One-Stop Operator, in agreement with the LWDB Director, is to provide quality and effective workforce system services all while overseeing and managing the daily operations in the center. The One-Stop Operator is equivalent to a "mall manager". In this role, the One-Stop Operator will be responsible for ensuring a seamless delivery of services from all partners. Certain workforce services are integrated into the framework of

the one-stop service delivery system and are provided through partner agencies under various funding sources.

In order to deliver on the aspirations of the strategic plan, the One-Stop Operator will:

- Be an inspirational, visionary, goal-driven, highly professional leader;
- Be a skilled communicator;
- Be flexible and willing to change as the needs of the one-stop delivery system change;
- Be willing to support creation of a fully functional integrated American Job Center which will involve change and responsiveness to multiple partners and needs of a variety of customers;
- Have a commitment to partnership; and
- Be willing to work on behalf of LWDB #71 to achieve its vision for a functionally integrated workforce system that is well prepared to meet the needs of the local businesses and job seekers.

B. Duties and Specific Tasks

1. American Job Center (AJC) Service Delivery:

- Develop processes to ensure that all customers receive appropriate, timely and effective WIOA services;
- Develop and implement a formal referral process for services within and outside of the Center(s); define minimum standards for referral, referral follow-up requirements, and documentation of referral outcomes;
- Develop and implement business services delivery model for American Job Center;
- Overseeing the center calendars to ensure all workshops and activities are adequately staffed and offered appropriately;
- Ensuring technology is functional and current;
- Ensuring that all staff in the center are properly trained and utilizing the required HiRE (Helping Individual Reach Employment) data management system for all data entry.
- Working with all partners to guarantee adaptive technologies are available to support disabled clients and are in good working order and staff are trained in this area;
- Ensuring that all Americans with Disabilities Act requirements are met and managed;
- Assisting in coordinating affiliate sites; and
- Develop Standard Operating Procedures for the American Job Center and affiliated sites and educate all partners regarding these policies.

2. Memorandum of Understanding (MOU)/Cost Allocation Plan:

- Along with the LWDB #71, the One-Stop Operator will lead and ensure partners are contributing their share of the costs of the center;
- Ensure that all shared costs are transparent to all partners; and
- One-Stop Operator is expected to ensure that all partners adhere to the MOU agreements and report procedures

3. Staff Training: (Must occur quarterly at a minimum)

- Create well-trained staff by developing and posting opportunities for staff training in areas of leadership, customer service, workforce development, networking, public speaking, and other skills to be determined; and
- Ensure the facilitation of cross training of all staff and partners on all services offered by the One-Stop System

4. Marketing:

- Promote the services of American Job Center at all workforce development events in LWDA #71, including development of marketing and outreach materials and social content for American Job Center Facebook, and other digital media pages with the support and under the direction of LWDB #71.

5. Additional Requirements for the One-Stop Operator:

- Serve as a liaison to the community, partner agencies and employers for the Workforce System Community/Partner Relations;
- Knowledge of the mission and performance standards of all partners;
- Ensuring that LWDB #71 non-program-related policies and procedures are effectively communicated and carried out at American Job Center;
- Complying with all policies governing operations of American Job Center;
- Ensuring non-program Equal Employment Opportunity (EEO) requirements are met, including coordinating staff training and assuring EEO posters and processes are in place;
- Establishing a methodology for measurement; ensuring services, especially workshops, are of the highest quality and are meeting customer needs and the needs of the City of Shreveport labor market;
- Collaboration and coordination with LWDA #71 in Region 7 along with other regions in the State;
- Conducting regular surveys and screenings of center-wide customer and staff Members for continuous improvement of all services and environments of American Job Center and;
- Prepare and submit monthly and quarterly reports to the LWDB #71, Executive Committee and other applicable committees on operations, performance accountability

6. The One-Stop Operator or designee may be responsible for the following, in agreement with the LWDB Director:

Facilities, Equipment and Operations Management including:

- Maintaining Center hours, opening and closing, posting notices;
- Managing space configuration;
- Communicating with landlord regarding any facilities issues such as heating, cooling, restrooms, janitorial service, necessary repairs, or other issues related to space and furniture; and
- Make certain equipment is maintained and appropriately secured;

Further, it is the One-Stop Operator's responsibility to ensure non-discrimination as to assure customers' have an equal opportunity to access programs and services administered by the LWDB 71. No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with programs on the basis of race, color, religion, sex, national origin, disability, age, political affiliation, marital status, and/or sexual orientation, and each customer shall have such rights as are available under any Federal, State, or local law prohibiting discrimination.

B. Service Model

The provider selected under this RFP will be expected to continue to develop and enhance the workforce development system of Local Workforce Area 71 by focusing on a fully coordinated and integrated customer service strategy. The goal is to create a "single-point of contact" model that is market driven and offers value-added services to our employer and job seeker customers. The focus of services will be driven by four (4) key points:

- Providing exceptional customer service;
- Meeting the needs of businesses and job seekers;
- Program integration to provide seamless access, increase service accessibility, leverage resources; and
- Accountability.

This model requires collaboration – people coming in the doors are "shared customers" of the One-Stop System partners. The intent is to have an integrated customer service team that supports the customer flow, with staff from different programs working together to complete the work. Services and staff resources should not be separated in silos by funding stream or program.

C. Program Goals and Outcomes

LWDB 71 has established certain goals for the workforce programs in Local LWDB 71-71. As the One-Stop Operator will be a major part of the workforce system, it is anticipated that the Operator will be a major contributor in the achievement of long term goals for the system.

The Center will focus on improving performance for Adult, Dislocated Workers, and Youth programs by maintaining a high level of total registered customers receiving career services and occupational skills training, as well as maintaining high quality services to businesses.

The program performance is established through negotiations between the LWDB 71 and the Louisiana Workforce Commission at the beginning of each program year (July 1). These are the performance measures used in measuring the One-Stop Center's effectiveness; therefore the One-Stop Operator will share in those performance measures. Additional measures added to the performance of LWDB 71 may be added to the One-Stop Operator's performance.

Below is a chart showing PY2021 Performance Goals negotiated with Louisiana Workforce Commission.

PERFORMANCE MEASURE	Adult	DW	Youth	Wagner-Peyser
Entered Employment Rate 2 nd Qtr. after Exit	75.0%	72.0%	67.0%	60.0%
Entered employment Rate 4 th Qtr. After Exit	73.0%	72.0%	78.0%	60.0%
Median Earnings 2 nd Qtr. After Exit	\$7,000	\$8,200	\$3,400	\$4,300
Credential Attainment Rate	70.0%	70.0%	70.0%	

IV. PROPOSAL INSTRUCTIONS AND OUTLINE

A. Responsive Proposals

To be considered responsive, proposals must meet the following minimum criteria:

- 1) Five (5) copies of each proposal are to be submitted, with at least one (1) original proposal with an original signature marked original, three (3) copies of the proposal and one (1) electronic media copy of proposal (thumb drive). All copies must be legible and complete to be considered responsive or for review. You must follow the proposal format.
- 2) Proposals must be typed in 12 point font and submitted on 8 ½ by 11 inch paper, and must follow the RFP proposal format. Please do not utilize fancy bindings, colored displays and promotional material. Emphasis must be placed on addressing all the requirements of the RFP in a clear, consistent, and concise manner. A completed copy of the Proposal Fact Sheet must be attached.
- 3) When completed, the proposal must contain the following elements:
 - Proposal Fact Sheet (Attachment A) (Must be page one)
 - Abstract/Executive Summary
 - Narrative sections (described in the application packet)
 - Budget form and Budget Narrative (Attachments B & C)
 - All pages must be numbered
 - Use 12-point font
- 4) Proposals are limited to 20 pages. Attachments and required forms are not included in this page count. Each section of the narrative must be clearly identifiable.
- 5) The proposal packet must be presented in the same order as set forth in these instructions.
- 6) The original proposal must be manually **signed in blue ink** by an official authorized to represent and bind the proposing entity.

- 7) Respondents must demonstrate a general understanding of the services solicited by this RFP and the ability to effectively and efficiently manage and deliver those requested services.
- 8) The completed proposal must be submitted to the City of Shreveport, Workforce Development Board 71, Department of Community Development within the time limits as shown in the RFP package. Proposals may be submitted by mail to:

Chair, Local Workforce Development Board 71
City of Shreveport
Department of Community Development
P.O. Box 31190
Shreveport, LA 71130

Proposals may also be hand or courier service delivered to:

Chair, Local Workforce Development Board 71
City of Shreveport
Department of Community Development
401 Texas Street
Shreveport, LA 71101

- 9) Submitting a proposal will constitute a legal, binding offer for a period of not less than 90 days from the date of submitting the proposal.
- 10) All proposals, once received, become the property of the LWDB 71 and will be a matter of public record.
- 11) Please note the established deadline for receipt of proposals is May 14, 2021 at 4:00 PM CST.
- 12) The Respondent is solely responsible for the timely delivery of the proposal. Failure to meet the proposal opening date and time may result in rejection of the proposal. City of Shreveport LWDB 71 are not responsible for any delays caused by the Respondent's chose means of proposal delivery.
- 13) All Bidders must understand that contract award will be based on overall proposal and the RFP style of procurement is not subject to lowest bid, but best overall negotiated agreement.

B. Proposal Outline and Format

1) Proposal Fact Sheet

Complete the requested information on the Proposal Fact Sheet (Attachment A) and include it as page number 1 on the proposal. Proposal Fact Sheet will be included as part of the page count.

- 2) **Abstract/Executive Summary** (4-page maximum)
- a. Provide a description of your organization.
 - b. Demonstrate an understanding of the workforce development system in Louisiana.
 - c. Outline key organizational achievement within the past three (3) years.
 - d. Briefly describe why your organization is seeking award of this RFP and any unique or innovative aspects that may set your response apart from others.

3) **Narrative**

- a. Experience and Qualifications including Organizational Capacity (4-page maximum)

Describe your organization's experience and qualifications to serve as the One-Stop Operator as outlined in the Scope of Work. Describe all experience you have related to WIA/WIOA or other Federal or State programs and legislation. Describe your past experience in managing similar coordination/collaboration projects with multiple agencies. Discuss the minimum qualifications of the individual(s) desired to fill the position(s). Describe the organizational structure where this position would be located in the organization, (independent or reporting organizational chain of command and should there be a vacancy, what are the assumption of duties and personnel.) (Maximum of 25 points)

- b. Service Strategy for Community Partner Relations (4-page maximum)

Outline strategies for how you intend to carry out the tasks described under Community Partner Relations in the Scope of Work. Explain how you will connect with partner agencies (including the WIOA Core Partners: WIOA Title 1 programs, Wagner Peyser, Adult Education and Vocational Rehabilitation) to ensure appropriate coordination of services. Discuss how you will convene partners and ensure cross-agency training and integration of program and services into a seamless delivery system. (Maximum of 30 points)

- c. Service Strategy for LWDB 71 Collaboration and Compliance (4-page maximum)

Outline strategies for how you intend to carry out the tasks described under LWDB 71 Collaboration and Compliance in the Scope of Work. Include any experience ready, interpreting and following Federal, State, or local policy and procedures. Describe strategies to increase outreach efforts to businesses and community stakeholders. Describe strategies to provide guidance and technical assistance to LWDB 71 and partners in order to meet or exceed program performance goals and outcomes. (Maximum of 30 points)

4) **Budget (included as part of the page count)**

Complete the requested information on the Budget Form (Attachment B) and include it as the next page after the narrative pages referenced in "a" through "c"

above. The budget should be presented for the period of time shown in Section I. C. of this RFP.

In preparing the budget, the Respondent should take into consideration the LWDB 71 will directly pay for all Business and Career Solutions Center costs which includes: staff salary/benefits/travel, rent, utilities, telephone, internet, janitorial services, supplies, equipment, maintenance, and direct WIOA participant costs such as training and supportive service costs. Therefore, Respondent should not include costs for such expenses in the budget submitted with the proposal.

Respondents should be aware that the contract issued will be a cost reimbursement contract. **Cash Advances Will Not Be Made.**

The contractor will be required to submit an invoice accompanied by the appropriate documentation in order to receive reimbursement for costs. Cash advances will not be available to the contractor. Reimbursements shall be made based on allowable costs incurred. This may include copies of paid invoices, check registers, payroll and benefit records, and similar documents. Additionally, monthly narratives of the accomplishments, challenges, and next month's objectives must accompany the invoice. (Maximum of 15 points for Budget and Budget Narrative)

- 5) **Budget Narrative** (2-page maximum) Provide a budget narrative that justifies each proposed expense included on the budget form in terms of being necessary, allowable and reasonable. Identify any in-kind resources/support for the service delivery system beyond what is requested in the budget. (Note: In-kind contributions are not required under this solicitation nor will it affect the points for the budget.) Describe how you will financially support the costs of doing business until an invoice can be submitted and paid by LWDB 71. No advance payment will be made. Indirect costs can only be charged to the contract if an approved indirect cost plan is included with the budget. Please provide a brief description of the internal controls of the agency.

V. EVALUATION, SELECTION AND AWARD PROCESS

A. Evaluation Process

Proposals selected for review will be evaluated according to criteria set forth in this proposal package. Proposals will be evaluated by a committee which may consist of members of the LWDB 71 (including standing committees). Proposals will be evaluated by impartial evaluators and scored using evaluation criteria. The evaluation committee will make recommendations to the full Board. Prospective providers may be invited to make oral presentation and/or explain their proposals.

The evaluation committee will only review proposals for programs that include the services requested in the RFP package. Respondents may include additional services as part of the proposal, but the proposal must, at a minimum, contain the services that are specifically requested in the RFP.

No employee, officer, or agent of LWDB 71, Local Elected Officials, Standing Committees, or other organizations shall participate in the selection, award, or administration of a contract supported by WIOA funds if a conflict of interest, or potential conflict, would be involved.

The proposals that are received will be made available, upon request, to the public. However, the proposals will be made available only after LWDB 71 has made the award to a respondent and the protest period has begun.

Proposals received subsequent to the deadline will not be reviewed and considered for funding. The signature page must be completed and signed by proper authority or the proposal will not be considered.

B. Evaluation Criteria

The following criteria will be used to evaluate all proposals. The evaluators will award some, all, or none of the points that are shown for each evaluation item. The total maximum points that can be awarded are 100.

EVALUATION ITEMS	Maximum Points
Experience/Qualifications of the Proposed One-Stop Operator	25
Service Strategy for Community Partner Relations	30
Service Strategy for LWDB 71 Collaboration and Compliance	30
Budget, including Budget Narrative	15
TOTAL	100

All proposals will be evaluated on the basis of cost-effectiveness in relation to high quality service delivery. Respondents are therefore encouraged to thoroughly describe and justify the proposed costs. An analysis will be conducted to ensure the proposed costs are necessary, fair and reasonable; to determine if the proposed costs are allowable and allocable; to determine if there is no duplication of costs with other programs; to ensure the costs are directly associated with carrying out the proposed services; and to ensure the proposed costs will benefit the workforce development delivery system.

C. Selection

LWDB 71 will make the final decision on the award of contract, based on consideration of the recommendation made by the evaluation committee and in concurrence with the Chief Elected Official of the City of Shreveport. Each proposer will be notified of the outcome of their proposal. This notice will be provided when the final decision has been made regarding award of a contract. This notice will be provided to each proposer within three (3) working days of the award of a contract and may be provided via email, fax, or by regular mail. The selected respondent must possess the demonstrated ability to perform successfully under the

terms of and conditions of a proposed contract prior to the contract being executed. Determinations of demonstrated performance shall take into consideration such matters as to whether the respondent has:

- Adequate financial resources or the ability to obtain them
- Ability to meet the RFP design specifications at a reasonable cost, as well as the ability to meet performance goals
- Satisfactory record of past performance in delivering the proposed or similar services
- Ability to prioritize and provide services and/or a program that can meet the need identified
- Satisfactory record of integrity, business ethics and fiscal responsibility
- Necessary organization, accounting and operational controls
- Technical skills to perform the work as well as familiarity with the demographic characteristics of the workforce area to be served.
- Satisfactory record of collaborative efforts involving community and core partners

D. Contract Award

A contract may be awarded based on proposals received, without discussion of such offers with the Respondents. Each proposal should, therefore, be submitted in the most favorable terms, from a price and technical standpoint the proposal can make. However, the evaluation team reserves the right to request additional data, oral discussion or presentation in support of written proposals.

Final award of a contract will be contingent upon:

- Successful negotiation of contract
- Acceptance by the Respondent of the contract terms and conditions
- Satisfactory verification of past performance and systems, where applicable
- Availability of funding

E. Appeal Procedure

In accordance with applicable regulations, Respondents who are denied funding have the right to appeal. The following steps must be taken for organizations to appeal decisions:

- 1) Submit a letter within three (3) business days from the date of the notification of the contract award to the Chairperson of the LWDB 71 stating that an appeal to the contract award is being filed and the specific reasons for that appeal based on the criteria below:
 - a. Clear and substantial error or misstated facts by the review team upon which the decision was made by the Board.
 - b. Unfair competition or conflict of interest in decision making process.
 - c. Any illegal or improper act or violation of law.
 - d. Other legal basis on grounds that may substantially alter the Board's decision.

The appeal request must be addressed in writing to:

City of Shreveport
Chair, Workforce Development Board 71
Department of Community Development
P.O. Box 31190
Shreveport, LA 71130

The Chairperson will review the appeal and respond within ten (10) business days.

VI. CONDITIONS APPLICABLE TO ALL PROPOSALS

This Request for Proposal does not commit or obligate LWDB 71 to award a contract, to commit any funds identified in this RFP document; to pay any costs incurred in the preparation or presentation of a proposal to this RFP; to pay for any costs incurred in advance of the execution of a contract; or to procure or contract for services or supplies. No guarantees, expressed or implied, are made by LWDB 71 or its agents as to the availability of funds.

A. Further, LWDB 71 reserves the right to:

1. Accept or reject any or all proposals in whole or in part, which it considers to be in its best interest.
2. Change or waive any provisions set forth in this RFP.
3. Reject non-conforming proposals without review.
4. Waive informalities and minor irregularities in proposals received.
5. Negotiate any and all proposed terms, conditions, costs, staffing level, services/activities mix, and all other specifics.
6. Request additional data, technical or price revisions, or oral presentations in support of the written proposal.
7. Conduct a pre-award review that may include, but is not limited to a review of the Respondent's record keeping procedures, management systems, accounting and administrative systems.
8. Change specifications and modify contracts as necessary to: (a) facilitate compliance with the legislation, regulations and policy directives, (b) manage funding, and (c) meet the needs of the customers.
9. End contract negotiations if acceptable progress, as determined by LWDB 71, is not being made within a reasonable time frame.

B. By submission of this proposal, the Respondent certifies that in connection with this proposal:

- a. The fees or costs in the proposal have been arrived at independently without consultation, communication, or agreement with any other Respondent, or with any competitor for the purpose of restricting competition, as to any matter relating to such fees; and

- b. No attempt has been made or will be made by the Respondent to induce any other person or firm to submit a proposal for the purpose of limiting or restricting competition.
- c. Each person signing the proposal certifies that:
 - 1) He/she is the person in the Respondent's organization legally responsible, within the organization, for the decision as to the prices or costs being offered and he/she has not participated in any action contrary to (a) and (b) above; or
 - 2) He/she is not the person in the Respondent's organization legally responsible, within the organization, for the decision as to the prices or costs being offered; however, that he/she has been duly authorized in writing, with a copy attached, to act as agent for the persons legally responsible for such decision, and certifies such persons have not participated, and will not participate, in any action contrary to (a) and (b) above.
 - 3) The Proposer agrees to abide by the requirements of the following nondiscrimination and equal opportunity provisions of the following laws, as applicable: Section 188 of the Workforce Innovation and Opportunity Act (WIOA) as amended, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States of participation in any WIOA Title I financially assisted program or activity, including Title VI and Title VII of the Civil Rights Act of 1964, as amended; the Equal Employment Opportunity Act of 1972, as amended; the Nontraditional Employment of Women Act of 1991, as amended; Federal Executive Order 11246; Section 504 of the Rehabilitation Act of 1973, as amended; the Vietnam Era Veteran's Readjustment Assistance Act of 1974, as amended; Title IX of the Education Amendments of 1972, as amended; the Age Discrimination Act of 1975, as amended; Americans with Disabilities Act of 1990, as amended; the Fair Housing Act of 1968, as amended, all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 SFR Part 37.
 - 4) Further, in accordance with the Civil Rights Statutes for the State of Louisiana, the Proposer assures that it will not discriminate in its employment practices and will render services under this contract without regard to race, color, religion, sex, national origin, veteran status, political affiliation, or disabilities.
 - 5) Any act of discrimination committed by the Proposer, or failure to comply with these statutory obligations when applicable, shall be grounds for termination of the contract.

C. No proposal will be considered if:

- a. The entity has been disbarred by an action of any governmental agency; or

- b. The entity has not complied with an official order of: any agency, State, or the United States Department of Labor to repay disallowed costs incurred during its conduct of projects or services; or
- c. The entity has any record of public entity crimes; or
- d. For any cause such as pending litigation or if the Respondent is determined irresponsible.

VII. CONTRACT PROVISIONS

The following are examples of the contract provisions that will be included in the contract that will be developed as a result of this RFP. The exact text of the contract provisions may differ slightly from the examples shown.

Contract Costs – All costs that are approved in a contract must be reasonable and necessary to carry out the planned functions. The costs must be allowable and allocable to the proper grants and costs categories. If the contractor is a public entity or non-profit entity, the contract will not include a provision for profit. Profit margins with individuals and for-profit organizations may be negotiated. Profit margins must be reasonable and cannot be based on a percentage of actual costs.

The contract awarded under this RFP is subject to available funding. The LWDB 71 does not guarantee any minimum or maximum amount of work and/or dollar value associated with this procurement. The specific method of payment for services to be rendered will be set forth in the negotiated contract and will be contingent upon demonstration that the negotiated performance deliverables have been successfully accomplished.

Contract Renewal and Extension – The contract that results from this RFP may have a provision for extension. The terms and lengths of any extension will be established by the LWDB 71 and will be included in the contract provisions. All extensions must be documented in a modification to the contract. Each extension must be for not more than one year and a maximum of three extensions are permitted.

The contract will initially be written for a period of 12 months. Prior to the end of that 12-month period, an evaluation will be made of the performance of the Contractor to determine whether a contract extension may be granted. The performance of the initial contract will be measured from July 1, 2017 through March 30, 2018 and then annually according to the Program Year basis.

Based upon that evaluation, an extension may be granted contingent upon established contract performance.

Early Termination – The contract that results from this RFP will have provisions for termination of the contract for failure to satisfactorily perform the tasks that are required. The contract that results from this RFP may also have provisions which allow the contract parties to cancel the contract at any time by providing advanced notice to other contract parties. The contract will also provide for termination of the contract for lack of funds.

Modifications – The contract will have a provision for modifying the contract. Modifications may be necessary to incorporate changes required by Federal or State laws and policies.

Modifications may be necessary to increase funds to the Contractor if funds become available through other sources.

Assignment and Subcontracting – A part of the proposal evaluation is based upon the previous experience of the proposer and its staff. The contract will contain a provision that prohibits subcontracting or assigning the work to be performed to another entity.

Indemnification – The contract will include an indemnification clause which will state the Contractor shall indemnify and hold harmless the State of Louisiana/LWC, WIOA Administrative Entity/Fiscal Agency, City of Shreveport, Local Elected Officials, Workforce Development Board 71, its officers, agents and employees from liability of any nature and kind, including costs, expenses, and attorney fees, for or on account of any actions, claims, suits, and damages of any character whatsoever arising out of any negligent act or omission of the Contractor or any of its employees, agents, volunteers, subcontractors, or representatives.

Dispute Resolution – The contract will have a provision for dispute resolution. This provision will require the Contractor to use administrative processes and negotiation in attempting to resolve disputes arising from this contract. The contract will require the contractor to continue to provide services while the dispute process is ongoing.

Audit Rights – The contract will have a provision which will allow the Fiscal Agent, the State of Louisiana, the U.S. Department of Labor, the United States Comptroller General, and any of their duly authorized representatives, or other with statutory audit rights to perform audits after reasonable advanced notice to the Contractor at any time during the contract period or within three (3) years from the date of the final payment of the contract. At any time during normal business hours and as often as the Fiscal Agent or any of the above parties may deem necessary, the Contractor shall make available to their duly authorized representatives for examination, all its records with respect to all matters covered by the contract. The Fiscal Agent, the State of Louisiana, the U.S. Department of Labor, the United States Comptroller General, any of their duly authorized representatives, shall have the authority to audit, examine, and make excerpts or transcripts from, any books, documents, papers, and records of the Contractor which are directly pertinent to the contract, including all contracts, invoices, materials, payrolls, personnel records, conditions of employment, and other data relating to all matters covered by the contract.

Performance – The Contractor will be measured for performance of the contract. An evaluation will be conducted by the LWDB 71 to determine whether the contract measures have been met. The contract will be evaluated not less than on a semi-annual basis prior to the end of the contract period. This evaluation will determine whether the contract may be extended. Contract performance will be negotiated prior to the beginning of the contract and may include measures relating to the following areas:

- Compliance with Board guidance and policies
- Convene partners and make progress toward integration of services
- Increase workforce recruiting/presentations and increasing number of employer engaged with the workforce development system
- Improvement in customer service for both businesses and job seekers.

Copyrights and Rights to Data – The contract will have a provision relating to Copyrights and Data. That provision requires Contractor to agree that the Fiscal Agent, State of Louisiana, and the U.S. Department of Labor shall have unlimited rights to any data first produced or delivered under the contract.

De-obligations – The contract that results from this RFP will contain clauses regarding availability of funds. Those clauses will allow LWDB 71 to decrease or eliminate funding to the contractor if funding made available to LWDB 71 is not sufficient to allow for full payment of the contract.

At the time the contract is written, the actual funding amounts provided to the workforce area may not be available. The contract may be modified prior to or subsequent to the July 1st start date of each contracted period to reflect changes that are necessary due to actual funding amounts received.

Insurance – Proof of insurance is not required to submit a proposal, but a certificate of insurance must be provided prior to the performance of work under the contract and may be subject to these conditions:

- (i) Commercial General Liability Insurance in an amount not less than a combined single limit of \$1,000,000 per occurrence and endorsed to name the City of Shreveport “City” as an additional insured.
- (ii) Commercial Auto Liability Insurance, including hired, rented or non-owned automobiles, in an amount not less than \$100,000 per person and \$300,000 per each accident or a combined single limit of 300,000 per occurrence. This policy shall be endorsed to include the City as an additional Insured.
- (iii) Workers Compensation Insurance as required by the laws of the State of Louisiana;
- (iv) Professional Liability Insurance limits of not less than \$300,000 per claim.
- (v) Operator and all of its insurers shall, in regard to the above stated insurance, waive all right of recovery or subrogation against the City of Shreveport, its officers, agents or employees and its insurance companies.
- (vi) LWDB 71 will not be responsible for providing insurance for the Contractor.

EEO Requirements – The Contractor will be required to comply with certain EEO requirements. No person in the United States shall be, on the grounds of race, color, religion, sex, sexual orientation, national origin, age, handicap, political affiliation, belief, or marital status be excluded from participation in, be denied benefits of, be subject to discrimination under, or be denied employment in the administration or in the connection with any program or activity funded in whole or part with funds made available under the agreement.

Compliance with Law – In rendering the performance hereunder, the Contractor shall comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, with the regulations promulgated thereunder, and with the following:

- Applicable Federal Laws and appropriate OMB Circulars
- Laws of the State of Louisiana
- WIOA policies as adopted by the Louisiana Workforce Commission
- Local Laws
- LWDB 71 policies and procedures
- U.S. Department of Labor statement 29 CFR 37.20 regarding the non-discrimination and Equal Opportunity provisions of the WIA 1998 as reauthorized.

In the event of a conflict between such laws and regulations and the terms of this agreement, precedence shall be given to the laws and regulations.

Reporting – A monthly One-Stop Operator Narrative Report must accompany any requests for funds in order to demonstrate justification for payment of request. The items to be reported on a monthly basis may include:

- Accomplishments toward current objectives
- Challenges encountered or anticipated
- Objectives for the next month

The contract that results from this RFP may have additional requirements that the contractor make regular presentations to LWDB 71, Local Elected Officials, or similar groups. These reports may include information on customers, identified customer needs, services being provided for customers, employer needs, reports on progress that have been made on meeting the real-time performance metrics, and similar types of information.

The Contractor will also be required to provide LWDB 71 any narrative, statistical, and financial reports related to the elements of the contract in a format and timeframe determined by LWDB 71.

Corrective Action – This provision will describe notices to the Contractor, corrective action steps, corrective action plans, timeframes, and similar provisions.

Disallowed Costs – The contract will have provisions that require the contractor to repay any expenditure that is found to be unallowable. The contract will have provisions requiring the contractor to remedy any deficiencies found in audits or monitoring reports prior to incurring additional expenditures or receiving additional funds.

Other Contract Provisions – The contract may have provisions which are not described in this RFP. Those provisions may be necessary due to applicable laws or regulations, provisions added or changed to reflect negotiations made subsequent to the issuance of this RFP, requirements not known at the time of the issuance of this RFP, or for other reasons.

Attachment A – WIOA Proposal Fact Sheet

City of Shreveport
Department of Community Development
P. O. Box 31109
Shreveport, LA 71130
WIOA PROPOSAL FACT SHEET

Proposing Organization: _____ FEIN # _____

Address (Office): _____

Contact Person: _____ Phone # _____

Executive Director: _____ Phone # _____

Fiscal Contact Person: _____ Phone # _____

Type of Organization: ___ Nonprofit ___ Governmental ___ Private for Profit ___ Community-Based

Special Consideration: ___ Minority ___ Veteran ___ Women -Owned Business (Check all that apply)

Total Funding Amount Requested for July 1, 2017 through June 30, 2018: _____

Proposing Organization Authorized Signature: _____

Print Name: _____

Title: _____

Attachment B

PROPOSED BUDGET FORM

Summary of Line Item Costs	WIOA Funds	Proposer Contributions (Not Required)	Total Costs
Personnel – Salaries (list positions)			
a)			
b)			
Personnel – Fringe (list each fringe benefit separately)			
a)			
b)			
c)			
d)			
e)			
Travel			
Telephone			
Supplies			
Other (list each item separately)			
a)			
b)			
c)			
Administrative, if applicable (Please list) *			
a)			
b)			
c)			
TOTAL COSTS	\$	\$	\$

***Must be explained in Budget Narrative, should not exceed 3% of total cost.**

Attachment C

BUDGET NARRATIVE

Describe and provide justification for each proposed expense on the Budget:

Summary of Line Item Costs. All expenditures must be necessary, allowable, and reasonable.

(2 page maximum)