WISE

Salt Lake County Workforce Inclusion & Successful Employment (WISE) Program

Request for Applications

SALT LAKE COUNTY

The Salt Lake County Office of Regional Economic Development ("the County") wants to invest in solutions that connect lower-income communities with better careers. Through American Rescue Plan Act (ARPA) funding, we have $10 million available through 2026 to make this investment. The County wants to invest those funds in a proof-of-concept, learning lessons between now and 2026 that can inform long-term spending decisions. This Request for Applications ("RFA") seeks partner organizations to connect lower-income communities with better careers.

Letters of Intent due by May 13, 2022 at 5pm.
Applications due by July 1, 2022 at 5pm.
Applicants will be notified of decisions by July 15, 2022.
Program will run through December 31, 2026.

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I.   The Problem and Opportunity

Despite general prosperity, there are communities in Salt Lake County that experience lower economic opportunity (Opportunity Communities). A person born a certain race, gender, or in certain zip codes, regardless of ability, is likely to make half the income of other people in the county. The County believes that all residents, regardless of these factors, deserve an equal opportunity to succeed.

Employment and income play a huge part in this issue. While our county has relatively low unemployment rates, Opportunity Communities have higher rates of people dropping out of the workforce or who are underemployed[1]. At the same time, our market has high demand for workers, with many employers offering $18 or more per hour for entry-level jobs.

Some of these jobs require no training. For those that require training, affordable workforce development programs exist, and our county has one of the nation's highest rates of job placement for those programs. Unfortunately, our county has relatively low rates of training program enrollment and completion, especially for Opportunity Communities.

Providing wraparound services - such as childcare, transportation, and career coaching - increases access and success in workforce development programs. The State of Utah makes large investments in these services through the Department of Workforce Services (DWS). The services exist, but people struggle to access them. The State of Utah also invests in creating programs and making them affordable. If people don't use the programs or don't complete them, these investments do not achieve their goals.

In sum, Opportunity Communities need access to careers that fulfill their potential. Employers need workers. Workforce development programs exist to solve this problem, but Opportunity Communities face barriers of enrollment and completion. DWS helps many, but people still fall through the cracks. Community-based organizations (CBOs) would like to help their communities solve these problems but face insufficient funding or resourcing. As a result, Opportunity Communities miss out on jobs and careers that could elevate them and their families to their potential.

The County wants to invest in solutions that bring together these pieces of the puzzle. The Salt Lake Workforce Inclusion and Successful Employment program (WISE) seeks to connect Opportunity Communities to careers that help them achieve their dreams. The County is targeting two major groups of partners, **Workforce Development Program Providers (Trainers)** and **CBOs,** to apply for this funding (Applicants).

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[1] We acknowledge that "underemployed" has a specific technical definition. In this case, we are referring to people working lower-paying jobs or jobs with inconsistent hours or poor benefits.

II. **Program Goal**

The County will fund programs that show return-on-investment for workforce solutions that connect individuals from Opportunity Communities with careers that allow them to achieve their potential. The funding and evaluation period will be July 2022 through December 2026.

Most programming will fund Opportunity Communities' participation in targeted workforce development programs. The goal is to increase enrollment rates by at least 50% while reducing drop-out rates by 50%. The County will also fund CBOs to provide holistic support to individuals from Opportunity Communities and connect them to better careers. Funding to CBOs will not be contingent on participants attending specific occupational training. For example, if the County approved Trainers for electricians and welders, CBOs will not be forced to funnel people into those two programs. CBOs can connect people with any program or job. CBOs will be evaluated based on their plan to connect people with high-quality careers (see Section XI for evaluation criteria).

Results will be measured by comparing program expenses to:
- Increased tax revenue from higher wages; or
- Decreased expenses through reduced need for benefits or public assistance.

The program will also evaluate Key Performance Indicators (KPIs) and metrics (see Section VII).

This program will increase collaboration and partnership among Trainers, CBOs, and other stakeholders in workforce development. We will work together in a Community of Practice (see Figure 1 below) to understand and end workforce barriers for Opportunity Communities.

Trainers and CBOs will share results throughout the program. The County will produce final reports no later than December 31, 2026. This proof-of-concept will inform workforce development funders by showing more efficient use of existing funds or making the case for increased funding.

Figure 1

Community of Practice
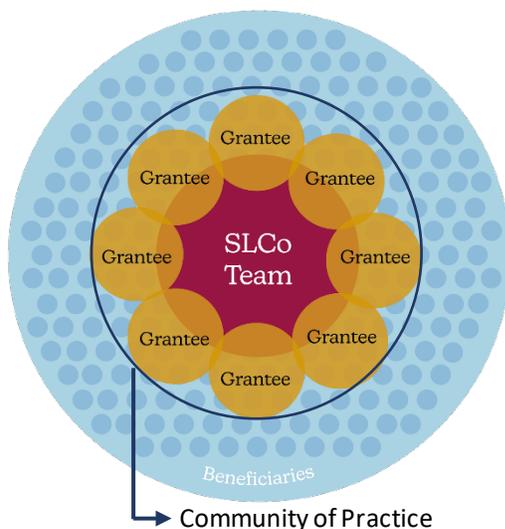
Finally, we will create a Community of Practice for the duration of WISE. Through periodic meetings and ongoing communication, the County, WISE Trainers, and CBOs will work together and learn from each other, as well as from participants, on how to solve these problems. The strength of this Community of Practice will determine what we achieve.

III. Definitions

Opportunity Community is a group within the County that has experienced economic opportunity gaps. These groups may be based on characteristics such as race, gender, sexuality, income, disability status, geography, among others. Opportunities Communities include but are not limited to:

- Black, Latinx, Native American, Asian-Pacific, Subcontinent Asian American, women, people of marginalized gender, LGBTQ+, persons with disabilities, formerly or currently homeless, formerly incarcerated, or lower-income individuals.

Note: Although this program will target Opportunity Communities, program eligibility is determined by whether an individual's household income is at or below 200% of Federal Poverty Guidelines (FPG) for the 3 months before participation (see below and Section VI.)

Federal Poverty Guidelines (FPG) are a measure of income issued every year by the Department of Health and Human Services, adjusted for household size. This program calculates household size by the number of dependents, which includes financial responsibility for children, parents, siblings, spouses, or non-relatives. See FPG guidelines below:

Household/ Family Size	100%	150%	200%
1	$13,590	$20,385	$27,180
2	$18,310	$27,465	$36,620
3	$23,030	$34,545	$46,060
4	$27,750	$41,625	$55,500
5	$32,470	$48,705	$64,940

Trainers
are organizations that provide workforce development programs (Programs, defined below). For example, Trainers include higher education institutions such as state, private, or community colleges that provide traditional degree programs including associate degrees, certificate programs, or specialty training programs. Trainers could also be organizations that provide Programs in specific subject areas, such as online coding boot camps, cosmetology schools, or in-person sales training.

Programs are curriculum-based offerings from Trainers that develop Learner knowledge and/or skillset. These Programs can vary in subject matter, length, and/or platform and include degree, certificate, and specialty training programs. Regardless of duration or subject matter, these Programs should provide individuals with the skills needed to be placed in high-quality, in-demand jobs.

Community-Based Organization (CBO) is a mission-based, not-for-profit organization that addresses community issues. This could involve working with a specific community, advocating for that community, and filling critical needs that are not met by the market. Community-Based organizations know the needs of the communities they serve. As such, they play a vital role in working to help their community members navigate the WISE program.

Outreach is the activity to connect with individuals in Opportunity Communities and bring them into the WISE program. Outreach personnel will serve as intake to help identify individual needs and connect them with Trainers, WISE Team members, and other needed services.

Advising is traditional academic advising to assist WISE participants with class/program selection, understanding credit requirements, and mapping out a clear path to program completion. Advising could also include tutoring or assistance with subject matter material.

Resource Navigation is assistance to WISE participants in identifying and accessing critical wrap-around services, including but not limited to food assistance, housing assistance, transportation, childcare, technology assistance, and/or English language classes. Resource Navigators will help individuals benefit from services that already exist within the community, including services offered by the Department of Workforce Services.

Career Coaching is guidance provided to WISE participants on mapping their desired career path and successfully gaining employment. This includes working with individuals to understand in-demand jobs and qualifications, as well as soft skills training such as writing resumes and preparing for interviews. Career Coaches will be in constant communication with employers to understand their needs and desired qualifications. Career Coaches will work with individuals before, during, and after Training programs until job placement.

Mental Health Counseling is professional support given to WISE participants to ensure mental and emotional well-being throughout the program. These individuals must be licensed professionals who treat the cognitive, behavioral, and emotional aspects of mental health and substance use conditions.

Enrollments are the number of individuals who enroll in a Program, as defined above. The trigger for counting a participant as "enrolled" will be specific to the Program provider but could include a deposit, scholarship acceptance, enrollment in classes or credit hours, etc.

Completions are the number of individuals who successfully graduate from or complete a program. The way completion is marked will be based on the Program but could be achieved with a degree, certificate, or credential.

Job Placement is when an individual successfully finds a job that fits with their personal and professional goals. Job placement is achieved when an individual receives and accepts a full-time job offer. Successful job placements will most likely depend on an applicant organization's strong connections with employers that provide high-quality careers.

Job Retention is a measure of success determined by whether an individual remains with their employer for 6-months after Job Placement. Additionally, job retention should signal high employee satisfaction and potential for growth.

Community of Practice is the shared WISE ecosystem where all stakeholders come together to set the mission, learn from each other's experiences, and shape best practices. The County will serve as the Convenor of the Community Practice. Trainers, CBOs, and WISE participants will take part in the Community of Practice, which includes attending meetings and sharing findings throughout the duration of the program.

Key Performance Indicator (KPI) is a metric that must be tracked before, during, and after the program to determine if the intervention was successful. The required KPIs (see Section VII) will help us understand if participants experienced an increase in income due to successful completion of a Training Program and job placement.

Family Economic Stability (FES) is a set of key indicators that help determine if a family is making enough money to meet basic needs including food, clothing, and transportation. These FES indicators align with the Utah's Intergenerational Welfare Reform Commission's report on Intergenerational Poverty.

IV.   Our High-level Funding Strategy

We can connect Opportunity Communities to better careers by providing a **team** that:
- Conducts **Outreach** to community members, showing the path to a better career and creating a plan for that process
- Provides **Advising** for academic/training programs at improved student-to-advisor ratios, supporting participants' plans and making the process as smooth as possible
- Provides **Resource Navigation** to ensure people get the resources they need to thrive in training (ie: Housing Assistance, Childcare, Transportation, ESL, Technology Assistance, etc.)
- Provides **Career Coaching** to prepare participants for job searches and connect them to quality jobs before, during, or after training
- Provides **Mental Health Counseling** to keep participants on track and set them up for success

This **team** will help participants launch the best possible career that fits their goals. A lower-paying job might be necessary to achieve income stability, get benefits, or as a first step in a longer path. But, these should only be a means to securing a career with long-term financial stability and job growth. (See Section IV(d) for more detail on how we define good careers.) We also know that almost half of participants will not finish their programs due to "life" happening. In turn, Career Coaching should focus on soft landings in addition to ideal goals.

CBOs are an important part of this **team**. The County knows that Opportunity Communities involve historic and present inequalities: people's zip code of birth, race, or gender should not determine prosperity. The market is failing to provide equitable access and opportunity. To do better, we must do differently. CBOs can help create better connection, engagement, and investment in Opportunity Communities.

Another major goal is to fund new activities. DWS and other organizations in Utah provide many wraparound services. We do not want to duplicate those – we want to increase access and use. We also do not want to provide funding for an existing activity. Organizations should not shift existing funding to an activity outside the scope of this RFA. Finally, we want to increase supply of wraparound services. Funding from WISE should not be used to shift availability of existing wraparound services for non-eligible populations.

The County will fund Trainers to provide a **team** to support Opportunity Communities throughout this process. CBOs will have flexibility to provide wraparound services, but only those that are not offered with enough quality or quantity.

The County also has a particular interest in serving younger adults who might face unique issues due to COVID-19 disrupting their school experience. Some younger adults might have dropped out of high school and need to pass a General Education Development (GED) Test before getting connected to a better job. Others might have chosen not to attend college or training opportunities due to the disruption of COVID-19 – this group would benefit from a **team** to help show them the path to a better career. In short, while WISE is focused on ALL adults, applications or programs that address these issues related to younger adults will receive favorable consideration as explained in Section XI.

V.   Our Tactical Approach to what we will fund

a. Trainers

For Trainers, we will fund team members who provide the following services to Opportunity Communities:
- Outreach
- Advising
- Resource Navigation
- Career Coaching
- Mental Health Counseling

All these services must be made available. We want a student-to-advisor ratio no higher than 150:1 due to the success of that ratio in best practice programs such as the City University of New York's Accelerated Study in Associate Programs (CUNY ASAP). We are open to a lower ratio.

We will not require a specific personnel count or division of labor. We recommend Trainers model their programs after best practices and adapt those models to their own circumstances. Examples are CUNY ASAP, Project Quest, and One Million Degrees (Links and more material are included in Appendix 1 through 3). Proposed personnel could provide one or more services.

Funding must be used for new services. For example, we would not fund existing academic advisors, but we would fund adding more advisors or adding hours to a part-time employee to achieve a 150:1 ratio. If a Trainer believes they have enough existing capacity to provide one of the required services, they can explain this and agree that funding will be used for new services. Any staff funded at least 50% by WISE must attend monthly Community of Practice meetings to share lessons learned and advise CBOs on how to best engage their institutions.

These **teams** will:
- Develop a personalized plan for participants to launch high-quality careers
- Provide warm connections and ongoing support to ensure that participants successfully access wraparound services
- Support participants in accessing academic services such as financial aid, tutoring, class selection
- Support participants when "life" happens (a kid gets sick, someone loses a job, a car breaks down, etc.)
- Support participants from initial outreach through first six months of employment

b. CBOs:

CBOs must be more than headhunters. We want to fund organizations that take a holistic approach. CBOs must serve as mentors and coaches throughout the process of participants launching better careers.

We will fund Outreach, Advising, Resource Navigation, Career Coaching, and Mental Health Counseling. CBOs are not required to provide all these services. A CBO could focus on a single service but would need to identify how that single service would fit into the bigger picture of

launching better careers. CBOs should identify their unique value-add based on their community and fill that need. At least one person from a CBO, and any additional staff funded at least 50% by WISE, must attend monthly Community of Practice meetings to share lessons learned and advise institutions on how to best engage their communities.

CBOs will:
- Increase awareness of workforce development and career opportunities
- Connect potential participants with Trainers and employers
- Serve as back-up support as participants progress through programs and into jobs

c. Data

Quality and quantity of data are critical to effective impact evaluation throughout WISE. (Required performance metrics are detailed in Section VI and VII.) We realize that providing this data may create more burden and costs for Trainers or CBOs. We will pay for these costs. Applicants may include these costs of part of their Indirect Costs or create a specific line-item for reimbursement. Because Indirect Costs are capped at 10%, we suggest using the specific line-item.

d. Good jobs/careers

The County wants to focus on occupations and career tracks where jobs are available, the employment outlook is strong, and both entry-level and long-term wages are higher. We will rely on Wage and Occupational Openings data from DWS, available here, to perform this analysis. The County knows that data often presents an incomplete picture and that finding the right job is about more than statistics. If an Applicant feels that the DWS data does not accurately represent the opportunity presented by targeted jobs or occupations, we urge the Applicant to use provided fields in the Application and/or additional documents to explain this. (See Section XII for instruction on how to apply.)

VI. **Eligibility**

   a. **Participants (who take part in Training or are served by CBOs)**:
- Household income must not exceed 200% of Federal Poverty Guidelines (FPG) for the 3 months before participation
  - In 2022, for a single person this would be $6,795 ($27,180 annualized). For a household of four this would be $13,875 ($55,500 annualized).
- Evaluation criteria will favor applications targeting greatest need - applicants may target communities with lower income than 200% FPG, but are not required to do so
- Must reside in Salt Lake County
- Must be over 18 years in age
- Must agree to data-sharing agreement

   b. **Trainers**:
- Must have operated for at least three (3) years and be qualified to provide or facilitate the assistance described in this request. If a Trainer has not operated for at least three (3) years, it must provide justification to support its ability to execute their proposed program for the duration of the contract period.
- Must add WISE services to existing programs. These programs must connect to employment opportunities in Salt Lake County.
  - Trainers may propose more than one program across more than one school or may submit them separately. If Trainers propose more than one program, we will ask whether any programs or group of programs could be approved separately, or if all programs should either be approved or declined as a "package deal".
- Must not use funding to replace or shift existing funding or resources
- Must agree to data-sharing agreement, agree to track required metrics, and provide enough current data to create baseline or agree on plan to establish baseline data (see data requirements in Section VI and VII)
- Must show ability to provide stated services
- Must agree to attend monthly Community of Practice meetings
- Must agree to Matching Requirements in Section X(a)

   c. **CBOs:**
- Must not be a for-profit organization – non-501(c)(3) organizations may be excluded and will require special permission
- Must have operated for at least three (3) years and be qualified to provide or facilitate the assistance described in this request. If a CBO has not operated for at least three (3) years, it must provide justification to support its ability to execute their proposed program for the duration of the contract period.
- Must have demonstrated connection with Opportunity Communities
- Must identify and justify the services they intend to provide
  - CBOs may propose more than one program, service, or activity. If CBOs proposes more than one, we will ask whether any could be approved separately, or if all should either be approved or declined.
- Must not use funding to replace or shift existing funding or resources

- Must agree to data-sharing agreement, agree to track required metrics, and provide enough current data to create baseline or agree on plan to establish baseline data – (see data requirements in Section VI and VII)
- Must agree to attend monthly Community of Practice meetings
- Must agree to Matching Requirements in Section X(a)

VII.   Our KPIs and Metrics

We will require that the following baseline metric be established for each program before beginning proposed activities. This is necessary to conduct a rigorous impact evaluation. Some programs may establish their baseline data earlier and begin earlier. We plan to establish baselines for all programs during Fall 2022 and launch all programs no later than January 2023. While new programs established by CBOs will be exempt from baseline requirements, existing programs may receive more favorable consideration due to having an established Program Plan (see Evaluation Criteria in Section X).

Baseline data:
- Enrollments/Participants
- Completions
- Job placements
- Job retention after 6-months
- Demographic requirements:
    o Race/Ethnicity
    o Gender
    o Age
    o Income (annualized based on the 3 months before beginning program)
    o Geography (home address)
    o # of Dependents
    o Disability status

Once WISE activities begin, Trainers and CBOs must track the following data for all participants in proposed programs (both WISE-eligible and ineligible participants in that specific program). Metrics should be tracked by semester or by another more appropriate period as identified by Applicant.
- Name
- Date of Birth
- Home Address
- Grade Point Average by grading period (if grading occurs)
- Number of hours per week of programming/instruction for the participant (does not include activities such as homework)
- Did participant complete program?
- Job placement after 6 months of program completion?
- Job retention after 6 months of job placement?
- Does participant have health insurance when the program begins (enrollment)?
- Does participant have retirement benefits when the program begins (enrollment)?
- Family Economic Stability (FES) indicators – has the person:
    o Received public assistance in the last year?
    o Participated in year-round employment?

- o Expended more than 30% of income on housing?
- o Utilized homeless services?
- o Moved at least once in 12 months?
- o Enrolled in SNAP?
- Demographic requirements:
  - o Race/Ethnicity
  - o Gender
  - o Income (annualized based on the 3 months before beginning program)
  - o # of Dependents
  - o Disability status
  - o Primary language

Optional additional metrics (not currently required by County, but recommended):
- Highest degree prior to program beginning (enrollment)
- Number of meetings with WISE team members
  - o Potentially track how often each service is used (Outreach, Advising, etc.)
- Veteran status

The County may require other metrics as identified by the County or the WISE Community of Practice.

The County will work with the State of Utah to track the following, as best possible, for all Participants after program completion:
- Participant satisfaction in program
- Income
- Does participant have health insurance?
- Does participant have retirement benefits?
- Family Economic Stability (FES) indicators – has the person:
  - o Received public assistance in the last year?
  - o Participated in year-round employment?
  - o Expended more than 30% of income on housing?
  - o Utilized homeless services?
  - o Moved at least once in 12 months?
  - o Enrolled in Supplemental Nutrition Assistance Program (SNAP)?

Salt Lake County will also contract with an independent third-party to conduct an impact evaluation that will include net tax impact.

We are using the FES indicators so that our data aligns with activities by the State of Utah's Intergenerational Poverty Initiative, in addition to the value of those indicators.

VIII.   **Timeline**

This program is funded through 2026, and we expect the following timeline:
- **April 2022:** County issues RFA
- **July 2022:** County convenes Selection Committee to evaluate applications and award approximately $6 million in contracts through 2026
  - County will negotiate Performance Criteria after applicants selected by committee (see Section IX for more information on Performance Criteria – we are committed to performance-based contracts)
  - County estimates that Contracting process will take two weeks to one month
- **Fall 2022:**
  - County validates baseline data or works with Trainers or CBOs to generate baseline data
  - County convenes Trainers or CBOs in workshops that include leadership from national best-practice programs to share lessons learned and to discuss implementation plans
  - Trainers and CBOs hire staff and put programs in place, once County has agreed that enough baseline data exists
- **January 2023:** All programs launched
- **July 2023:** County opens RFA for more proposals with application deadline in September 2023
- **September 2023:**
  - Evaluate progress toward agreed Performance Criteria, as described in Section IX. Contracts will be adjusted based on Performance Criteria in Section IX. If Performance Criteria are exceeded, organizations can request a funding increase from Selection Committee. (Funding can only be increased by written amendment.)
  - County convenes Selection Committee to evaluate applications and award approximately $2 million in extra contracts through 2026
- **January 2024:** New programs or funding levels launched
- **July 2024:** County will open RFA for more proposals with deadline in September 2024
- **September 2024:**
  - Evaluate progress of agreed Performance Criteria. Adjust or review applications for increased funding.
  - County convenes Selection Committee to evaluate applications and award remaining funds (approximately $1 million plus any unspent reserves for administrative costs) in contracts through 2026
- **December 2024**: All programs and contracts in place through December 2026
- **January to December 2026:** County will complete and publish final impact evaluation for all funds. (We will share draft results throughout the program.)
- **December 31, 2026:** All WISE funds must be spent by this date

IX.   Performance Criteria and Budget – Proposal Required from Applicants

Applicants must propose their own performance criteria, targets, and budgets for their program(s). These should consider the metrics from Section VII and processes in Section VIII. This information will be used in annual performance evaluations, described in Section VIII. Our goal is to:
  (1) Create flexibility for applicants to set ambitious goals,
  (2) Retain programs even if they do not immediately achieve those goals, and
  (3) Allow applicants to increase funding levels if programs exceed goals.

Example of Key Performance Indicators (KPIs) for Performance Criteria
(These numbers may seem large, intimidating, or unreasonable for a smaller organization. Please understand that they are an example. Some organizations may focus on much smaller groups.)

Each year, we will:
  - **Outreach:** Conduct Outreach to 1,000 community members who might take part in program
  - **Pre-enrollment/program support:** Provide Advising, Career Coaching, and Resource Navigation to 500 potential participants
  - **Enrollment:** Enroll 200 participants
  - **In-program support:** Provide Advising, Career Coaching, Resource Navigation, and Mental Health Counseling to all 200 participants
  - **Completions:** Achieve 100 program completions
  - **Job Placement:** Place 90 participants in qualified jobs
  - **Job Retention:** Provide support to ensure that at least 85 participants remain employed after six months

Figure 2 – Diagram explaining potential KPIs

Outreach & Pre-Enrollment

Enrollment

Completion

Job Placement

The County expects that the workforce development process will work like a funnel, where some participants do not move from each step to the next. That's okay.

Our goal is to bring more people into programs (expand the funnel) and to increase retention as much as possible between each step (increase success).

If applicants have any targets related to demographics beyond those listed in Section VI, those should be provided. For example:

Over the duration of the program:
- At least 50% of program participants will be 100% of FPG or lower; or
- At least 100 participants will come from (a specific city, zip code, or geography with lower economic opportunity); or
- At least 100 participants will receive job offers from (a specific employer who has agreed to hire program participants); or
- At least 100 participants will take part in programming from (a partner Trainer or CBO); or
- (Any other goal the applicant wants the Selection Committee to consider).

Applicants should reference other best practice programs to develop their KPIs. We provided information on other best practices in the appendix. Another database of performance-based workforce development programs is available here.

Applicants will be asked in the Application to propose a structure for adjusting funding to reflect performance. The County is concerned with outcomes such as employment and income. That being stated, we know it is difficult to make contracts based on those metrics at an early stage. Instead, the County wants Applicants to provide a thoughtful and candid explanation of how budgets would need to increase or decrease based on a program's cost-drivers.

Applicants must fill the Staffing and Budget Template. This includes a worksheet named "Performance Criteria". Applicants will use this worksheet to propose the structure for performance-based contracts. For example:

- Program X enters its KPIs for each year of WISE. These should correlate with the requested budget amounts.
- For Enrollments, Program X marks "Yes" under the '="Cost-driver?" column because Enrollments is the primary driver for the amount of funding it needs. The other KPIs require funding, but the number of participants in the program has the biggest effect on the amount of funding needed.
- Program X then inputs how Enrollment affects its budget. If it only achieves 90% of target Enrollments, each budget category/line-item is affected, as shown in the worksheet. Some costs are fixed and will not change based on performance. Some costs are variable and should change based on performance. This becomes the basis for Program X's performance-based contract.
- (Visual examples of this process are provided on the next page in Figure 3 and 4)

Applicants approved by the Selection Committee will not be forced to accept a contract based on the estimates above. These estimates will inform original consideration of the application and serve as a basis for contract

Figure 3 – Example KPIs to assist with filling out Staffing and Budget Template

Organization KPIs and Targets						
Key Performance Indicator (KPI)	2022 Target	2023 Target	2024 Target	2025 Target	2026 Target	Cost-driver?
Outreach	200	450	600	600	600	
Pre-program advising	100	200	300	300	300	
Enrollment/Participants	0	150	200	200	200	Yes
In-program advising	0	150	200	200	200	
Completions	0	75	100	110	120	
Job Placements*	0	70	95	105	115	
Job Retention**	0	65	90	100	110	

Figure 4 – Example of how to fill out Performance Criteria in the Staffing and Budget Template

	Proposed Costs	Is this amount affected by progress toward Targets?	How much in dollars by percentage of performance?			
			75%	90%	110%	125%
Personnel	$ 700,000.00	Yes	$ 525,000	$ 630,000	$ 770,000	$ 875,000
Fringe	$ 210,000.00	Yes	$ 157,500	$ 189,000	$ 231,000	$ 262,500
Travel	$ 30,000.00	Yes	$ 22,500	$ 27,000	$ 33,000	$ 37,500
Equipment	$ 10,000.00	No	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Supplies	$ 50,000.00	Yes	$ 37,500	$ 45,000	$ 55,000	$ 62,500
Contractual	$ 50,000.00	No	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Other	$ 20,000.00	No	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Indirect	$ 107,000.00	Yes	$ 80,250	$ 96,300	$ 117,700	$ 133,750
Total	$ 1,177,000.00		$ 902,750	$1,067,300	$1,286,700	$1,451,250

How does progress toward targets affect your costs?

The County understands that this structure might incentivize a shorter-term lower-impact program. The Budget and Performance Criteria are only one piece of the Application. We will heavily emphasize potential impact of a program so that we sufficiently reward difficult, longer-term high-impact programs.

More funding opportunities may be available in 2023 and 2024. In addition to reserving funds for new ideas, this is also a form of performance incentive. Programs that achieve or exceed their Performance Criteria will be eligible and encouraged to apply for more funding.

X.   Costs & Fees

a. **Match Requirement:** Contractors must match County funding at the required percentage of total annual budget as set forth below. Matching funds may consist of cash and/or in-kind contributions, including volunteer time. You must include a detailed description of each match source in the application budget. Common examples of matching resources from the Applicant organization are personnel/salary/wage costs, venue space, and administrative overhead.
    - 2022: 0%
    - 2023: 10%
    - 2024: 15%
    - 2025: 20%
    - 2026: 25%

b. **Performance Criteria:** The County is committed to flexible performance-based contracting. Applicants will propose Performance Criteria as part of the application. The County will use this proposal as a baseline to negotiate a Contract so that budgets can be increased or decreased as needed in the future. The Staffing and Budget Template provided for this information might not fully capture all the information necessary to create a performance-based contract, which is why it will only be used as a basis for negotiation. Applicants may also submit additional documentation to explain how costs might increase or decrease based on performance and how that might be built into a performance-based contract.

c. **Total Contracted Amount Distributed Quarterly:** Based on the Application and proposed Budget. The County will offer a contract through December 31, 2026 with a not-to-exceed total budget amount. Following the process below, the County will disburse payments quarterly.

d. **Payment made upfront:** The County will pay Contractors upfront for the following quarter based on the submitted Budget.

e. **Invoices required:** Contractors must use a standard County form for invoices, available [here](), to show their expenses and include receipts. These invoices will be required to justify the previous quarter's payments.

f. **Payments will be adjusted based on invoices:** If a Contractor does not spend the total amount disbursed upfront for the previous quarter or does not provide an invoice to show those expenses, the following quarter's payment will be adjusted accordingly. For example:
    - a Contractor is paid upfront $100,000 for Q1
    - the Contractor only spends $90,000 during Q1 and carries forward a $10,000 balance
    - the Contractor provides an invoice to show and justify $90,000 in expenses
    - the Contractor would originally be paid upfront $100,000 for Q2 but instead, the Contractor is paid $90,000 for Q2 to adjust for the previous quarter
    - the Contractor spends $100,000 during Q2 and no longer carries forward a balance
    - the Contractor provides an invoice to show and justify $100,000 in expenses
    - the Contractor would originally be paid upfront $100,000 for Q3
    - the Contractor is paid upfront $100,000 for Q3

g. **Must repay fund balance on pro-rated basis if/when contract ends:** If a Contractor has a fund balance if/when contract ends due to payments made upfront, Contractor must repay that amount to the County.

h. **Ability to increase contract:** If a Contractor exceeds its goals, the County will allow the Contractor to apply to increase funding (described in Section VII). Any increase depends upon availability of funds and is not guaranteed. Partners should actively track their invoiced amounts versus total contract amount.

i. **Requirement to provide current data:** Before making any payments, the County will verify that Contractor has provided current data on all its programs and participants. If data is not updated, the County will notify Contractor and withhold payment until data is updated.

j. **Termination:** Contactors must follow the reporting requirements and demonstrate that their services are creating impact for participants. Contractors must also attend required meetings. The County reserves the right to terminate the contract with Contractor, in whole or in part, at any time during the Term or any additional terms whenever the County determines, in its sole discretion that it is in the County's interest to do so.

- If a Contractor fails to comply with agreement or ARPA requirements in any way, contract will be terminated and unused funds or funds used in violation of ARPA must be returned.

k. The County has the right to correct an incorrect invoice before paying.

XI.   Application Submission Criteria and Evaluation Weight

All applications submitted will be evaluated using the following criteria based upon responses in the online form. All questions under each category will be applied to both Trainer and CBO applicants.

30%   Program Plan – "Will it do the most good for the most people?":
- Does the proposed program have a high likelihood of connecting Opportunity Communities with better careers?
- How many participants is the Applicant likely to serve?
- Is there a demonstrated connection to employers and in-demand occupations in the County?
- Are those occupations part of a high-quality career? (We will cross-reference with the DWS star-ratings available in the Utah Economic Data Viewer. Applicants may also provide more narrative if they want to add extra context to the DWS rating.)
- Do the proposed activities complement other proposals, such that the combined effort will be as impactful and measurable as possible?

25%   Proposed WISE team – "Does it fit the WISE funding strategy?":
- Has the Applicant proposed a team that meets the goals of Section IV?
- Has the Applicant built its model based on best practices from CUNY ASAP, Project Quest, One Million Degrees, or other proven national models?
- Has the Applicant created a strong plan for the WISE team to augment the proposed program?
- Has the Trainer Applicant created a strong plan for its team to interact with other stakeholders, such as DWS and relevant CBOs?

25%   Commitment – "Does it understand the problem and commit to the solution?"
- Is the current staff, before hiring new WISE personnel, qualified and committed to achieving the goals of WISE?
- What has the Applicant previously done to become part of the solution?
- How does the Applicant target the greatest need? This could be in terms of income or other factors that contribute to need, such as dependents or a focus on Opportunity Youth.
- Does the Applicant have a clear plan for the program to be culturally affirming?
- Does the program provide the flexibility needed for Opportunity Communities to succeed, such as offering nigh-time, asynchronous, or hybrid classes?
- Does the program provide flexible availability of teachers or program leaders? Participants may need this flexibility due to having other jobs, childcare needs, or other life circumstances.

10%   Compliance – "Will they help us demonstrate and evaluate return-on-investment?"
- Does the Applicant currently have enough baseline data? If not, does the Applicant have a plan to achieve that baseline?
- If not, is the Applicant willing to work with the County to achieve the baseline?
- Does the Application show an ability to consistently submit quality data and meet reporting requirements?
- Is the Applicant committed to the learning process, so that we can use data to participate in a Community of Practice that iteratively learns how to do the best work possible?

10%   Budget – "Do we get the right bang for the buck?"
- Are the proposed costs presented in the Budget both reasonable and competitive?

XII.   How To Apply

The County will host a webinar for the WISE RFA on Monday, May 9, 2022, at 2pm. The webinar will walk-through the RFA, provide recommendations for a successful application, and answer any questions from attendees. A second webinar will be held on Thursday, June 16, 2022, at 11am. The County will post the recordings of these webinars to the same webpage where the RFA is posted – https://slco.to/wise.

1. Organizations interested in applying to the WISE RFA should submit a Letter of Intent by **5pm Friday, May 13, 2022**. Use this form to submit the LOI. A Letter of Intent is preferred but not required for an application. The County does not guarantee feedback on any Letter of Intent submitted after the deadline.
2. Download and fill out the main application.
3. Download and fill out a Staffing and Budget Plan.
4. If Applicants want to provide more responses to questions, justify requests, or ask for exceptions, they should create a separate document. Word, PDF, or Excel formats recommended.
5. Submit the full application package by **5pm Friday, July 1, 2022,** which includes:
    a. Application form
    b. Staffing and Budget Plan
    c. Any additional documents related to #4 above
6. Receive an emailed receipt verifying application was received.

Questions?

If Applicants have questions about the application, they should contact Jayla Lundstrom at jlundstrom@slco.org. We know this application is thorough, and some organizations may need explanations to submit the best application possible. Please submit all questions by email to jlundstrom@slco.org, Answers will be posted to https://slco.to/wise.

Reasonable accommodations for qualified individuals may be provided with 5 working days' notice of receiving a request. Please contact Contracts and Procurement at 801-468-0300. TTY users must call 711.

XIII.   <u>Notice to Applicants</u>

A.   <u>Scoring Applications</u>
The application will be evaluated, scored, and ranked by a Selection Committee. Each member of the committee will be provided a score sheet to complete the application evaluation using a point system. Committee Members will individually score the applications and rank them 1st, 2nd, 3rd, etc. according to their total score.

B.   <u>Costs</u>
All costs associated with the preparation of the application, and other related materials, will be borne by the applicant. All applications become the property of the County. The County reserves the right to stop the selection process at any time if it is in the best interest of the County. The County also reserves the right to reject any or all applications submitted.

C.   <u>Written Agreement Required</u>
The selected Partners must agree to all requirements in the RFA scope of work unless an exemption is stated in the application. The selected Partners must also be willing to enter into a written agreement with the County. Selected Partners must be willing to agree to and abide by all the terms set forth in the Standard Form Agreement, attached to this RFA, which will be substantially similar if not identical to the written agreement required of Selected Partners. **IF YOU WISH TO ALTER THE RFA INCLUDING EXHIBITS, ATTACHMENTS, AND ADDENDA AND/OR ANY OF THE TERMS OF THE STANDARD AGREEMENT, THE EXCEPTION MUST BE SPECIFICALLY IDENTIFIED IN YOUR APPLICATION WITH REASONABLE ALTERNATIVES PRESENTED. APPLICANT UNDERSTANDS THAT DEVIATIONS FROM THE STANDARD FORM AGREEMENTS ARE MADE AT THE COUNTY'S DISCRETION.** Applicants are advised that the County is not bound by the terms of the RFA until a written agreement is fully executed and any activity taken by applicants prior to a written agreement being fully executed is done at the applicant's sole risk.

D.   <u>Government Records Access and Management Act (GRAMA):</u>
The County is a governmental entity subject to the Utah Government Records Access and Management Act ("GRAMA"), Utah Code Ann. §§ 63G-2-101 to -901. Generally, GRAMA only protects against the disclosure of trade secrets or commercial information that could reasonably be expected to result in unfair competitive injury. All documents submitted in response to this RFA will be treated as public records in accordance with GRAMA, unless a claim of business confidentiality has been properly made and approved by the County.

E.   <u>Copyrighted Material Waiver:</u>
In the event that the application contains copyrighted or trademarked materials, by submitting its application the applicant grants the County the right to use, reproduce, and publish the copyrighted or trademark materials in any manner the County deems necessary for conducting County business and for allowing public access to the responses under GRAMA or otherwise, including but not limited to photocopying, County Intranet/Internet postings, broadcast faxing, and direct mailing.

F.   <u>Restrictions On Communications</u>
From the issue date of this solicitation until Partners are selected and the selection is announced, applicants are prohibited from communications regarding this procurement with

agency staff, evaluation committee members, or other associated individuals EXCEPT the Procurement Officer overseeing this procurement. Failure to comply with this requirement may result in disqualification.

G.   RFA Cancellation

This RFA may be cancelled at any time prior to the execution of a written agreement if deemed in the best interests of the County. This includes cancellation of the RFA after an award has been made, but prior to the execution of a written contract. Partners are not entitled to recover any costs related to the preparation of the application due to cancellation of the RFA or withdrawal of an award prior to the execution of a written agreement.

H.   Application Appeals

Pursuant to Salt Lake County Code of Ordinances § 3.25.080, Persons who are aggrieved over a request for applications award may appeal to the program administrator. All appeals shall be submitted in writing within seven calendar days after notification of the award is posted on the county's website or delivered to the applicants. An appeal may be amended and/or supplemented during the seven calendar days after notification of the award is posted but shall not amend and/or supplement its appeal after the expiration of that time period. An aggrieved applicant may file only one appeal after the closing date for applications. Appeal letters must specifically and completely state the facts that the protestor believes constitute error in the RFA document or the award.

I.   Free and Competitive Selection

Any agreement or collusion among prospective applicants to limit competition will render the application void, and such conduct is unlawful and subject to criminal sanction. By applying, the applicant hereby certifies that no one in its organization has either directly or indirectly restrained free and competitive selection, participated in any collusion, or otherwise taken any action unauthorized by County Purchasing Ordinances or applicable law.

J.   Environmentally Responsible Procurement Practices

The County has implemented environmentally responsible procurement practices.

K.   Debrief Meetings

Debrief meetings with the selection committee members will not be allowed, however, an applicant may discuss the RFA process with the Procurement Officer at any time.

L.   ARPA

This program is funded by the American Rescue Plan Act, Pub. L. No. 117-2 (March 11, 2021). Successful proposers will be subrecipients of federal funds and subject to federal requirements. Please review proposed Standard Form Agreement for details.

Appendix I – **PeopleRocket survey data**

Appendix II – CUNY ASAP reference information

CUNY ASAP website

Impact Analysis: Results for American CUNY ASAP

Additional research

Appendix III – Project Quest reference information

Project Quest website

Impact Analysis: Social Programs That Work

Additional research

Appendix IV – One Million Degrees reference information

One Million Degrees website

Impact Analysis: A Better Chicago summary

Additional research

Appendix V – Other relevant programs

Additional research

Appendix VI – **WISE Invoice Template**

Appendix VII – **ARPA Subaward Agreement**

Appendix VIII – **ARPA Subaward Rider**

Appendix IX – **Environmental Compliance Statement and non-debarment Certification**