



Workforce Investment Board
OF TULARE COUNTY
Driving Economic Success

Workforce Investment Board of Tulare County

Request for Proposal

**WIOA Title I Adult and Dislocated Worker
Basic and Individualized Career Services Procurement for Tulare County
Procurement No. 25-02**

Issue date: February 19, 2025

The proposal must be received no later than 12:00 P.M. March 26, 2025.

Respondents must deliver the proposal electronically to WIBProcurement@tularewib.org.

WIOA Title I Adult and Dislocated Worker Career Services

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Attachments are separate documents to this RFP and may be downloaded from the WIB's website at www.tularewib.org.

1.0 Request for Proposal Introductions

The Workforce Investment Board of Tulare County (WIB) is issuing this Request for Proposal (RFP) to interested applicants with experience or related capacity to deliver Workforce Innovation and Opportunities Act (WIOA) Title I Adult and Dislocated Worker (DW) Basic and Individualized Career Services in Tulare County.

The purpose of this request is to procure qualified Subrecipient(s) to enter into a one-year contract beginning July 1, 2025, through June 30, 2026, for the delivery of WIOA services in Tulare County through the Employment Connection (EC) Comprehensive Centers in Visalia and Porterville, Affiliate Centers in the cities of Tulare and Dinuba, and rural community locations. The WIB has the option to extend the contract(s) for three additional, one-year periods based on demonstrated program performance and availability of funds. The WIB expects to award contracts for Adult and DW for up to \$4.4 million in Tulare County based on the availability of funds.

As a result of this RFP:

- The WIB, One-stop Operator (OSO), and Subrecipient will collaborate to deliver WIOA Adult and DW services in Tulare County.
- The Subrecipient will partner with the WIB to co-design service delivery and special initiatives, particularly the development of standard operating procedures (SOP) for staff strategies for rural service delivery.
- The WIB may also use this RFP to determine a Subrecipient's expertise and capability in serving special populations and inform funding investments for specialized grants.

In previous years, the WIB has solicited RFPs for Subrecipients to deliver WIOA services through designated centers (EC Comprehensive Centers and Affiliate Centers) and their surrounding service areas. This year, the WIB is taking a different approach. Instead of respondents submitting separate proposals for each service delivery center, all RFP respondents will be submitting a single proposal and model budget that includes service delivery at a **comprehensive center, affiliate center, and rural locations**. A sample scenario will be provided for all respondents to use as the basis of their model budget. Based on the submitted budget, proposal narrative and geographic need, the WIB will determine the best combination of providers to deliver quality WIOA services in Tulare County.

For example, potential results from proposals may include but are not limited to the following contract structures:

- Example 1: Subrecipient A is awarded a contract to provide services at the Visalia and Porterville Comprehensive Centers, and two Affiliate Centers. Subrecipient B is awarded a contract to provide services at all Rural Locations.
- Example 2: Subrecipient A is awarded a contract to provide services in North Tulare County at the Visalia Comprehensive Center, one Affiliate Center, and Rural Locations. Subrecipient B is awarded a contract to provide services in South Tulare County at the Porterville Comprehensive Center, one Affiliate Center, and Rural Locations.
- Example 3: Subrecipient A is awarded a contract to provide services at the Visalia Comprehensive Center, and North Tulare County Rural Locations. Subrecipient B is awarded a contract to provide services at the Porterville Comprehensive Center and South

Tulare County Rural Locations. Subrecipient C is awarded a contract to provide services at two Affiliate Centers.

Please note that this is not a comprehensive list of examples. The RFP may result in other contract structures as deemed appropriate by the WIB.

Application Requirements

The RFP provides respondents with the requirements necessary to submit a responsive proposal, including background information, a description of desired services, proposal guidelines and format, and the Subrecipient selection process. Proposals that do not follow RFP specifications will be determined non-responsive and will not be considered for funding. All proposals must be comprehensive and address the full scope of services or demonstrate a partnership with other organizations that together will deliver the full scope of services required by this RFP. The following table includes all required application items:

Application Requirements	Document Type
Proposal Title Page	Attachment A
Signatory Authorization	Attachment B
Proposal Check List – Table of Contents	Attachment C
Proposal Narrative (Limit 25 pages)	Narrative
Supplemental Narrative for Specialty Experience and Expertise (Limit 6 pages)	Narrative
Model Budget and Budget Narrative	Attachment D
Certification Regarding Lobbying	Attachment E
Instructions for Certification Regarding Debarment	Attachment F
Standards of Conduct	Attachment G
Risk Assessment Survey	Attachment H
Manager Resume(s) (Limit 2)	Not Applicable
Organizational Charts (Limit 2) 1. Leadership of the organization 2. Intended staffing	Not Applicable

The WIB will competitively award contracts to providers whose submissions are most responsive to the need for services described herein.

1.1 Eligible Entities

Eligible respondents are organizations which on their own, or in formalized partnership with other organizations, have adequate administrative controls and personnel to provide the full scope of services required by this RFP under the provisions of WIOA.

Eligible Entities:

- Public agencies
- Employment service state agencies established under Wagner-Peyser Act
- Community-based organizations, non-profit organizations

- Workforce intermediary
- Private for-profit entities

Current Subrecipients, as well as potential new Subrecipients, are strongly encouraged to submit proposals in response to the RFP. The WIB also encourages the participation of respondents that are certified as small businesses, veteran-owned businesses, women’s business enterprises, and minority owned firms. The WIB is committed to equal opportunity in its procurement process.

Organizations that have not previously been awarded a WIOA Title I subaward but have managed other workforce development or welfare-to-work programs to deliver a similar program design, serve similar populations, and operate under a collaborative service delivery model are encouraged to apply.

1.2 Solicitation

The WIB hereby solicits proposals using a competitive bid process for the provision of WIOA Title I Adult and DW Career Services within Tulare County. Proposals must be germane to the whole of the Local Workforce Development Area, contiguous with the geography of the County of Tulare. The WIB reserves the right to award contracts to multiple respondents based upon geography, service type, funding stream, or target population.

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

This solicitation encompasses future funding awarded to the WIB during the four-year procurement cycle, including WIOA funds and specialized grant funds. At the discretion of the WIB, any future funds awarded to the WIB may be awarded to WIB Subrecipients selected through this solicitation.

1.3 RFP Timeline

Request for Proposals	Timeline	Time
WIB Issues Request for Proposals	February 19, 2025	N/A
Questions for Bidders’ Conference Deadline	February 25, 2025	10:00 AM
Register for the Bidders’ Conference	February 26, 2025	10:00 AM
Bidders’ Conference (Teleconference)	February 27, 2025	10:00 AM
Reference Information Deadline	March 3, 2025	5:00 PM
Final Day to Submit RFP Questions	March 10, 2025	10:00 AM
Past Performance Questionnaire from References	March 13, 2025	5:00 PM
Proposal Submittal - Deadline	March 26, 2025	12:00 PM
Proposal Evaluations	April 10, 2025	N/A
WIB Board Approval	May 14, 2025	7:30 AM
Contract Negotiations Overview (In Person)	May 21, 2025	2:00 PM

Subrecipient Negotiations	May 21-June 13, 2025	TBD
Contracts & Programs Commence	July 1, 2025	N/A

2.0 Background Information

The Workforce Development System, established under WIOA, is a nationally integrated network designed to meet the employment, training, and education needs of job seekers and businesses. This system aims to align local workforce development efforts with regional economic strategies, ensuring businesses have access to a skilled talent pipeline while equipping individuals with the tools, training, and support they need to achieve meaningful employment.

2.1 WIOA Information

The Workforce Innovation and Opportunity Act (WIOA), which was signed into law on July 22, 2014, supersedes the Workforce Investment Act of 1998 (WIA) and amends the Adult Education and Family Literacy Act (AEFLA), the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA is the legislation that provides funding, guidance, and alignment of public workforce development systems across the United States.

Each year, the WIB receives an allocation of federal funding from the Department of Labor (DOL) through WIOA Title I. This legislation is intended to strengthen and improve our nation’s public workforce system. WIOA funding is used to provide a comprehensive range of workforce development activities to assist job seekers and workers access employment, education, training, and supportive services and to establish the one-stop delivery system nationally known as America's Job Centers (AJC) and locally branded as *Employment Connection* (EC).

WIOA funding makes it possible to provide individuals with guidance, training, and resources that will give them confidence and the ability to succeed in the labor market. WIOA funding also provides resources to improve services to businesses and promotes work-based training. It contributes to economic growth and business expansion by ensuring the workforce system matches businesses with job-ready individuals. WIOA encourages industry collaboration and sector partnerships, career pathways, and regional service delivery strategies. For additional guidance WIOA’s vision, visit: [TRAINING AND EMPLOYMENT GUIDANCE LETTER No. 04-15 | U.S. Department of Labor](#).

2.2 WIOA Regulatory Bodies

Various governmental units regulate WIOA activities including:

- Federal and State Legislatures, which enact and implement laws and requirements covering the workforce development system.
- The United States Department of Labor (DOL), which develops or changes regulations and procedures.
- The State of California Employment Development Department (EDD), which develops statewide directives and information bulletins.
- California Workforce Development Board, which assists the Governor setting and guiding policy in the areas of workforce development; and
- The WIB, which establishes local direction and procedures. (www.tularewib.org/directives)

The U.S. Department of Labor (DOL) has issued guidance for WIOA implementation in the form of both Training and Employment Guidance Letters (TEGLs) and the Final Rule (Regulations). Information may be accessed at <https://www.dol.gov/agencies/eta/advisories> and [Laws and Regulations | U.S. Department of Labor](#)

2.3 WIB Overview

Across the country, workforce development boards (WDB) have been established to help people develop the skills they need to enter the workforce in high-growth, high-demand occupations as quickly as possible. WDBs are tasked with directing federal, state, and local funding to workforce development programs and projects within their geographic boundaries. The WIB is the designated WDB and oversees the distribution of workforce development funds to projects and programs that will benefit the residents of Tulare County.

Learn more about the WIB at www.tularewib.org, and access the latest [WIB Annual Report](#).

WIB Theory of Change

The WIB believes that too many people are unemployed or in low-wage jobs that don't sustain their families, and too many businesses have high-quality jobs that go unfilled. To address this issue, the WIB has developed the following strategies to drive change in the community:

- Bring money to the region from federal, state, and local government, private businesses, and philanthropy.
- Broker solutions with education and training partners that increase support for in-demand industries and jobs.
- Convene industry through boards and sector partnerships to identify local skills gaps.
- Make investments in high-quality job skills training for workers and workforce solutions for businesses.
- Provide workers with guidance, training, and resources.
- Utilize data to set clear goals, measure progress, and drive decisions to meet the needs of our community.

To implement these strategies, the WIB contracts with organizations (Subrecipients) to operate the EC Centers throughout the county. Subrecipients are tasked with providing workforce development services to job seekers to help people become job-ready and provide services to businesses to help them connect to the EC Talent Pool. When this happens, the expected outcomes are:

- Workers gain the skills and confidence to find high-quality jobs and make good wages.
- Our collaborative partnerships develop essential talent pipelines for Tulare County businesses.

Priority Sectors

To ensure that individuals can find work in high-growth high-demand occupations the WIB has identified six priority industry sectors based on several factors. These sectors have demonstrated growth in the Central Valley, including an increase in the number of annual openings, and the predicted growth over the next five and ten years. Technology continues to transform these industries, necessitating innovative strategies and approaches to training new and existing workers. Engagement with businesses, business support agencies, and economic development organizations has indicated that these sectors would benefit from interventions by the workforce and education system. The priority sectors help inform business engagement activities and individualized career services provided to job seekers.

The following industry sectors are designated as priorities:

- Advanced Manufacturing
- Construction (including public infrastructure)
- Green Energy
- Healthcare
- Transportation and Logistics
- Value-added Agriculture

Job Quality Framework

The WIB prioritizes quality employment for all Tulare County residents. Quality employment is the foundation of an equitable economy that lifts workers and families and empowers businesses to be more competitive ([TEGL 07-22](#)). The WIB-approved Job Quality Framework for Tulare County includes the following principles:

- **Compensation and Stability:** Workers receive a reliable and fair income that supports living standards and job security.
- **Growth and Development:** Fosters opportunities for employees to advance and improve their skills within the workplace.
- **Workplace Culture and Empowerment:** Creates an inclusive culture, values, and diversity, and offers employees a voice in the workplace.
- **Wealth and Benefit Sharing:** Offers financial benefits that contribute to the long-term economic well-being of employees.
- **Health and Safety:** Provides a work environment that safeguards employees' physical and mental well-being.

Industry Engagement

In addition to job seeker services, the WIB offers comprehensive support to businesses through both traditional workforce development services and sector partnerships. WIB business services include talent recruitment, customized training programs, labor market insights, and layoff aversion strategies, all designed to address immediate workforce needs. As the convener of several industry sector partnerships, the WIB brings together businesses within key industries to collaborate on solutions, develop talent pipelines, and influence workforce policies, ensuring businesses have access to the skilled workers they need to grow and thrive.

2.4 WIB Governance

The WIB Board of Directors is responsible for the fiscal and programmatic administration of workforce development funds for Tulare County. The WIB provides vision, innovation, and strategies to keep our local workforce strong. The board provides the framework for administering federal, state, and local funding to provide workforce development activities that increase individuals’ earnings and skills and are responsive to the needs of local businesses.

2.5 Employment Connection System

WIOA supports job seekers and employers through a network of AJC’s, known locally in Tulare County as *Employment Connection (EC)*. These centers offer employment services, training, and education to help people build skills and find jobs.

To create a streamlined, high-quality service system, WIOA requires Local Boards like the WIB to develop agreements (MOUs) with partner agencies. These MOUs outline roles, responsibilities, and collaboration plans to provide unified services that meet community needs. The [EC Partner Handbook](#) provides EC System partner staff with the framework for ensuring consistency in services delivered through the system.

The WIB has established an MOU with the following partners:

Organization	Program(s) Represented
Employment Development Department	Title III Wagner-Peyser Program Trade Assistance Act (TAA) Jobs for Veteran Grant (JVSG) State Unemployment Insurance (UI) Compensation Programs Labor Market Division (LMID)
Tulare County Health and Human Services Agency	CalWORKs/TANF SNAP/CalFresh E&T
Community Services Employment Training	Title V Senior Community Service Employment Training Program (SCSEP) Community Services Block Grant (CSBG) Supportive Employment #LEAD Youth Transitions
Proteus, Inc.	Sec 167 National Farmworker Jobs Program Title II Adult Education and Literacy
Tulare County Office of Education Ticket to Success America Works of California, Inc. Ticket to Work	Social Security Administration Ticket-to-Work
Cutler-Orosi Joint Unified School District Visalia Unified School District Tulare Joint High School District Porterville Unified School District Farmersville Unified School District	Title II Adult Education and Literacy

State Department of Rehabilitation	Title IV Vocational Rehabilitation Act
College of the Sequoias Kern Community College District-Porterville College	Carl Perkins Career, Technical, Education
Tule River Tribal Council	Sec. 166 Indian & Native American Programs
San Jose Job Corps	Job Corps
SER-Jobs for Progress, Inc.	Title V Senior Community Service Employment Training Program (SCSEP)
Sequoias Adult Education Consortium Porterville Sheltered Workshop Root & Rebound Schrank's Clubhouse	Community Partners

The EC System partners listed above are active participants in the Employment Connection Committee (ECC). The ECC is committed to building and maintaining a well-integrated network that ensures universal access to services for diverse customer groups. To achieve this, the ECC has established key strategic priorities to promote system integration and universal service delivery:

Key System Features

The EC System focuses on providing universal access, integrated services, and customer-centered support. Key strategies include:

- Leverage Partner Resources: Collaborating on resource-sharing, cross-training, and electronic referrals to ensure a “no wrong door approach.”
- Professional Development: Ongoing training helps staff deliver integrated and effective services.
- Theory of Change (TOC): A shared framework guides system improvement, addressing challenges and aligning strategies for maximum impact.

Organizations selected through this RFP process must work with the WIB, ECC, and the OSO to coordinate WIOA Title I services with partner programs. The EC system has developed a TOC that provides vision, values, and strategies for serving our shared customers. For additional information reference the [Employment Connection Theory of Change](#).

2.6 Branding

The Department of Labor Employment and Training Administration created the American Job Centers Network as a unifying name and brand that identifies a virtual and in-person one-stop center as part of a single network. The WIB has adopted the co-branding of EC and the America's Job Centers of California (AJCC) as identified by the California Workforce Development Board.

The EC brand helps customers identify and understand the mission, vision, and value of the EC and its services. For the EC brand to be effective, all Subrecipients are expected to adopt the Employment Connection values and adhere to the brand guidelines at all times.

The Employment Connection One-Stop System Marketing and Co-Branding Guidelines ([Directive TUL22-02](#)) identify the policies and procedures all Subrecipient staff must follow regarding marketing, communications, and branding for the EC.

2.7 Employment Connection Centers: Service Framework and Operations

The EC System in Tulare County provides access to career services to meet the diverse needs of adult and dislocated workers. During Program Year (PY) 23-24, the EC Centers provided employment-related services to thousands of customers in Visalia, Porterville, Tulare, and Dinuba. Through the EC System, customers seeking assistance are provided with basic career services. Customers can visit an EC Center and use the tools and resources in the Resource Room for job searching, job leads, and to attend hiring and partner events.

Customers who require additional assistance are assessed by intake staff for eligibility and then enrolled in WIOA Title I Adult or DW career services, and/or referred to an EC System partner for additional services. Once enrolled, Career Coaches use their expertise and best judgment to guide job seekers down a path to employment by providing them with customized services and support to achieve their specific employment and training goals. Staff utilize the EC Talent Pool as a primary case management tool. The EC Talent Pool is meant to be a blueprint for Career Coaches as they help job seekers:

- Understand & build their skills
- Identify personal challenges
- Explore career options
- Build a professional portfolio.

Talent Pool Milestones are intended to bring value to customers regardless of where they may be in their journey. Career coaches utilize milestones to help customers achieve big and small wins. The [Talent Pool Checklist Guide](#) provides clear guidelines for achieving each of the four milestones that will help job seekers build and enhance their skills and increase their employment opportunities. Each year EC staff are expected to have at least 30% of their enrolled customers participate in the EC Talent Pool by meeting all four Talent Pool Milestones. The WIB will provide and co-design additional case management and coaching tools for Subrecipients to use.

Often, customers will determine that they need to participate in some sort of training to meet their career objectives. In this case, customers are provided with additional labor market information to determine if the training they require will lead to an in-demand high-quality job. When it is determined that the training is necessary, the Career Coach assists the customer with researching possible training providers, including those providers on the State and local [Eligible Training Provider List \(ETPL\)](#). If a provider is on the [local ETPL](#), customers are then encouraged to apply for a training scholarship which covers the tuition and required fees for the training up to a specified limit. If a provider is not on the local ETPL coaches are expected to assist customers with finding financial aid options.

When a customer is ready to begin searching for a job, Career Coaches collaborate with the WIB business engagement team to provide job leads and hiring opportunities to the customer. The Career Coach is responsible for providing the WIB business engagement team with updated resumes for customers, and the WIB business engagement team is responsible for developing relationships with local employers, gathering job leads, and coordinating hiring events.

Employment Connection Statistics for PY 2023-24

EC Activity	Performance
Distinct Visitors	14,774
Enrolled Customers	1,596*
Training Scholarships Awarded	206
Transitional Jobs	65**
Talent Pool Participants	207***

*Enrollment numbers for 23/24 are based on an enrollment strategy that focused on enrolling everyone who came to an Employment Connection Center into WIOA services. The new contracts will have a slightly different enrollment strategy that will result in fewer enrollments.

**Transitional Jobs are typically done within contracts for specialized grants focused on targeted populations.

***The expectation is that 30% of enrolled customers will enter the talent pool.

2.8 Strategy and Initiative Co-Design Process

The WIB is adopting a co-design approach for the first year of this contract for multiple strategies and initiatives. This approach will ensure that the strategies are developed collaboratively and iteratively based on real customer needs and operational insights.

Rather than prescribing predefined strategies, this process will engage the WIB, selected Subrecipients, frontline staff, and community stakeholders in jointly developing strategies that are:

- Data-Informed: Rooted in community feedback, workforce system insights, and real-time learning.
- Human-Centered: Focused on improving customer experience and accessibility.
- Flexible and Iterative: Designed to be tested, refined, and adapted based on local conditions.

Subrecipients will play an active role in co-designing and implementing strategies, requiring a commitment to:

- Designate key staff to participate in co-design planning sessions facilitated by the WIB.
- Engage in collaborative learning by gathering insights from customers, community leaders, and service providers.
- Work alongside the WIB to prototype, refine, and document service delivery strategies that are scalable and sustainable.
- Implement and test the co-designed strategy within their designated service area(s)
- Train their team on the new service model to ensure consistency and effectiveness.

2.9 Rural Service Strategy

The WIB is committed to ensuring equitable access to WIOA services in rural communities. WIB defines a rural community as any area of the county not directly served by a Comprehensive or Affiliate center and therefore would be eligible to have a Rural Location for rural service provision. Tulare County is comprised of many small rural towns that share certain characteristics and are likely to be considered

disadvantaged by California state metrics. These rural communities are generally populated by individuals and families with barriers such as limited English, poverty, and proximity to and/or knowledge of public services.

Recognizing the unique challenges and opportunities in these areas, we seek to develop a comprehensive rural service strategy that reflects local needs, leverages community assets, and fosters innovative solutions to workforce development.

To address these needs effectively, the WIB is adopting a co-design approach for the first year of service delivery. This collaborative process would bring together the WIB, selected Subrecipients, and local stakeholders to jointly develop a Rural Communities Service Strategy. Subrecipients will be asked to designate staff, participate in co-design planning meetings, collectively learn about rural customers, work with the WIB to develop and design the Rural Service Strategy, and train respective staff. Subrecipients providing services in locations resulting from the Rural Service strategy co-design process will be expected to have a physical presence in those locations for a minimum of 4-8 hours per week per location.

The following is a non-exhaustive, but representative list of communities, grouped by proximity, in Tulare County that this Rural Community Service Strategy may address¹:

Examples of Rural Communities in Tulare County

<p>Cutler Delft Colony Orosi</p>	<p>Exeter Farmersville Woodlake</p>
<p>Earlimart Pixley Richgrove Tipton</p>	<p>Lindsay Strathmore Woodville</p>

¹Geographic grouping of small rural communities in Tulare County, drawn from ACS (2023) 5-Year Estimates B29003: Citizen, Voting-Age Population by Poverty Status

These communities and/or groupings may shift as a result of this co-design process, but this table is meant to be illustrative of possible outcomes.

Through this process, the WIB aims to utilize human-centered design principles and strategies to foster innovation, expand access to quality career services, and strengthen partnerships to create sustainable workforce solutions in Tulare County’s rural communities.

The key components of the Rural Service Strategy include the following:

- **Physical Presence:** Provide a consistent physical presence in rural communities to increase awareness, access, and onsite enrollment in workforce services.
- **Local Partnerships:** Leverage partnerships with trusted community organizations for space and resources. The WIB encourages Subrecipients to develop partnerships with local organizations. The WIB has established connections with Tulare County Library and Self-

Help Enterprises due to their community connections and multiple locations throughout the county.

- Resources: Provide a connection to other relevant community resources (transportation, childcare, HSD/HSE, citizenship classes, ELL classes, etc.).
- Cultural Competency: Using insights from rural focus groups, respond to the unique needs of the communities and develop culturally sensitive strategies to provide WIOA services (i.e. holistic support for the customer's household).

In addition to other potential rural service strategies, the WIB anticipates that the outcomes of the co-design process may inform tailored, customized, and competent virtual services for rural communities.

For more information on the needs of rural communities, see [Middlestate's Rural Community Listening Tour Summary \(Page 4\)](#).

3.0 Roles and Responsibilities of the WIB

The WIB ensures the delivery of employment and training services through the EC Centers, Rural Locations and its targeted Adult and DW programs. These resources provide job seekers and employers with access to labor market information and comprehensive employment services. To do this successfully, the WIB, Subrecipients, and the OSO must work collaboratively to provide seamless support and services.

3.1 WIB Responsibilities

The WIB's roles and responsibilities include:

A. Governance and Oversight:

- I. The WIB provides strategic oversight for workforce development programs, ensuring alignment with WIOA, local labor market needs, the WIB's Theory of Change, and the Quality Job Framework.
- II. Oversees and evaluates the management, operations, and delivery of WIOA Basic and Individualized Career Services for adults and dislocated workers.
- III. Develops and contributes to local and regional workforce plans and policies.
- IV. Ensures compliance with federal, state, and local regulations.
- V. Sets performance expectations and monitors Subrecipient performance.
- VI. Leads co-design initiatives with Subrecipients and partners.

B. Funding and Resource Allocation:

- I. Acts as the administrative entity and fiscal agent for WIOA funds.
- II. Allocates resources to Subrecipients, defining program budgets and allowable costs.
- III. Administers specialized workforce programs and grants to support targeted populations through its network of Subrecipients.

C. Human-Centered Design and Customer Experience:

- I. Collaborates with Subrecipients to incorporate human-centered design principles into service delivery, ensuring programs are inclusive and responsive to the needs of customers.
- II. Develops and co-designs strategies to ensure high-quality and consistent service delivery.

- III. Conducts regular customer satisfaction evaluations, leveraging feedback to improve services and system performance.
- D. Capacity Building and Technical Assistance:**
 - I. Provides training and technical support to Subrecipients to ensure they understand program requirements and best practices.
 - II. Conducts onboarding orientation sessions for new Subrecipient staff and partners.
 - III. Identifies and provides opportunities for key staff training and professional development to enhance expertise in workforce development, program delivery, and compliance.
- E. Community Engagement and System Partnerships:**
 - I. Establishes and maintains key partnerships with local businesses, community organizations, and other stakeholders to enhance the workforce development system and maximize resources.
- F. Quality Assurance:**
 - I. Monitors program outcomes, audits fund usage, and evaluates Subrecipient performance.
 - II. Facilitates corrective action process for underperforming Subrecipients.
- G. Marketing & Branding:**
 - I. Coordinates and implements EC system marketing and communications strategies and policy.
 - II. Ensures EC branding guidelines are used on all marketing materials.
 - III. Manages social media platforms, email distribution lists, and website for the EC Centers
- H. Training Services:**
 - I. Oversight of training investments (including ETPL) to ensure training programs and WIOA training funds align with regional employer needs and lead to industry-recognized credentials.
 - II. Manages and monitors Advanced Individual Fund Tracking (AIFT) and training expenditures to ensure alignment with state and federal requirements and process training invoices.
 - III. Conducts ETPL performance and compliance reviews, including data analysis on enrollment, completion, and employment outcomes.
- I. Industry Engagement:**
 - I. Leads industry sector partnerships and business engagement strategies that support Tulare County businesses and identifies employer needs and job opportunities.
 - II. Provides support for businesses through job development, recruitment assistance and hiring events, and On-the-Job Training to help businesses find the skilled workforce they need.
 - III. Leverages the work of Subrecipients to access job ready candidates from the EC Talent Pool, Occupational Skills Training (OST), and work-based training to meet the needs of businesses.
 - IV. Initiates Rapid Response outreach to businesses and coordinates briefings with Subrecipients and EDD to connect affected employees to dislocated worker services.
- J. Performance Tracking**
 - I. Oversight of [CalJOBS](#) system and other reporting tools designated by the WIB.

3.2 Subrecipient Responsibilities

Subrecipient roles and responsibilities include:

A. Program Delivery:

- I. Provides high-quality WIOA Basic and Individualized Career Services, including case management, career coaching, training, supportive services, and follow-up.
- II. Works collaboratively with the WIB, OSO, and community partners in the operation of the EC System.
- III. Complies with all terms and conditions of the agreement for the delivery of services.
- IV. Operates designated EC Centers and rural locations, ensuring services are accessible, inclusive, and responsive to community needs (e.g. hours of operation, types of services, etc.).

B. Career Services:

- I. Actively recruits, determines eligibility, and enrolls Adult and DW customers, with a particular focus on those facing barriers to employment.
- II. Provides comprehensive case management to support customers in the achievement of incremental job readiness milestones (1. Understand and Build Your Skills, 2. Explore your Career Options, 3. Overcome Personal Challenges, and 4. Build a Professional Portfolio) to lead to skill development, better job opportunities, and build the EC Talent Pool.
- III. Customizes each customer's path to leverage their skills and address their specific needs while providing guidance and encouragement throughout the process.
- IV. Provides high-quality and personalized career exploration and coaching to help customers understand, plan for, and achieve career objectives.
- V. Develops and implements individual employment plans to meet participant goals.
- VI. Collaborate with the WIB business engagement team to share job leads with customers and connect participants of the EC Talent Pool, OST, and work-based training services (for specialized grants) to job opportunities.

C. Training Services:

- I. Guides customers in selecting ETPL-approved programs based on career goals and labor market trends.
- II. Provides and assists customers with the OST scholarship process.
- III. Assists customers in accessing financial aid, budgeting for training, and securing supportive services to aid program completion.
- IV. Tracks training progress and completion, supports job placement efforts, ensures compliance with training requirements, collects and records credential and skills gained information, and tracks and records training obligations.

D. Performance Management:

- I. Meets or exceeds established performance metrics, including employment outcomes and skills attainment.
- II. Use CalJOBS and other designated tools for case management to report program data.

E. Compliance and Accountability:

- I. Ensures all participant eligibility documentation and service delivery processes align with WIOA and local policies.

- II. Maintains accurate records and submits required financial and program reports.
- III. Provides internal monitoring and oversight of all program activities and requirements.

F. Innovation and Collaboration:

- I. Participate in the co-design of workforce development initiatives and partnerships.
- II. Adapts program delivery to address the emerging needs of the community.

G. Branding and Outreach:

- I. Adopts EC branding and adheres to marketing guidelines.
- II. Promotes awareness of available services through engagement efforts.

H. Operations and Staff Capacity:

- I. Recruit, hire, and train high-quality and well-informed staff.
- II. Support new staff onboarding processes and ongoing professional development.
- III. Maintain adequate staffing to provide services under the contract.
- IV. Participate in and contribute to program initiatives and co-design strategies to develop SOPs for EC staff, rural service strategies, and enhance services to improve customer satisfaction.

3.3 OSO Responsibilities

One-stop Operator roles and responsibilities include:

A. Service Delivery and Partnerships:

- I. Coordinates the service delivery of required AJCC partners as well as the Subrecipients.
- II. Ensures the implementation of partner responsibilities and contributions as agreed upon in the Memoranda of Understanding.

B. Continuous Improvement Plan:

- I. Leads data-driven continuous improvement plans in response to AJCC Certification.

4.0 Scope of Services

Respondents should have a good understanding of WIOA as well as the roles of key players in the local workforce development delivery system. They should leverage this knowledge in presenting their unique experience and capacity to deliver WIOA Title I or other workforce development services, such as welfare-to-work, to eligible individuals. The following information provides details on the WIOA Title I workforce development services sought by the WIB and service requirements for these programs.

4.1 Comprehensive Centers, Affiliate Centers and Rural Locations

Employment Connection Comprehensive Centers

The WIB is the leaseholder of its two comprehensive one-stop center locations in Tulare County that are co-branded as EC Centers, AJCC.

Property Management of Comprehensive Centers

The provider of career services, in coordination with the WIB, will be responsible for managing the daily operations and property activities supporting the EC premises. In addition to property

management responsibilities, the career services provider will be responsible for providing information technology support for the EC Center, including, but not limited to, the provision of internet security, information technology hardware and software, and technical desktop support of computers and printers for career services staff, computer labs, and the resource room.

Respondents do not need to budget for facilities costs such as rent, janitorial, security, pest control, utilities, telephone service, copy machines, and Internet access for this RFP. Funding for these costs will be discussed during negotiations with the awardee.

- Visalia Employment Connection – Comprehensive Center: The Tulare County Employment Connection Center premises where WIOA Title I services are to be delivered to the public are located at: 4025 W. Noble Ave., Suite B, Visalia, CA.

Communities served through the Visalia EC include Visalia, Exeter, Farmersville, Goshen, Ivanhoe, Lemon Cove, Three Rivers, and Woodlake.

The following One-Stop partners are co-located at the EC in Visalia through an MOU cost-sharing agreement with the WIB:

- Employment Development Department
- Department of Rehabilitation
- WIOA Title I Youth, Adult, and Dislocated Worker
- America Works of California, Inc.
- Community Service Employment Training
- SER-Jobs for Progress, Inc.
- Schrank's Clubhouse
- Tulare County Health & Human Services

- Porterville Employment Connection – Comprehensive Center: The Tulare County EC Center premises where WIOA Title I services are to be delivered to the public are located at 1063 West Henderson, Porterville, CA.

Communities served through the Porterville EC include Porterville, Ducor, Lindsay, Poplar/Cotton Center, Richgrove, Springville, Strathmore, Terra Bella, and Woodville.

The following One-Stop partners are co-located at the EC in Porterville through an MOU cost-sharing agreement with the WIB:

- Employment Development Department
- Department of Rehabilitation
- WIOA Title I Youth, Adult, and DW
- Community Service Employment Training
- Tulare County Health & Human Services

Affiliate Centers

Affiliate Centers, as described in [20 CFR 678.310](#), [34 CFR 361.310](#), and [CFR 463.310](#), are access points to services in addition to comprehensive centers. Such access points are created to supplement and enhance customer access to Comprehensive Center services. Affiliate Centers make one or more of the one-stop partners' programs, services, and activities available to job seekers and employers.

Affiliate Centers allow for more flexibility in terms of the services EC partner programs provide. These centers do not need to provide access to every required one-stop partner program. Just as is required of comprehensive America's Job Centers of California, affiliate centers must be physically and programmatically accessible to individuals with disabilities, as required by [section 188 of WIOA](#) and its implementing regulations at [29 CFR part 38](#) and [USDOL- ETA TEGL 16-16](#).

The WIB does not currently hold a lease for the **Affiliate Centers in Dinuba and Tulare**. The successful respondent will select the Center, with final approval from the WIB, and be the leaseholder or co-locate with a partner agency. Respondents are strongly encouraged to leverage resources through collocation with partner agencies, libraries, or other community-based organizations.

Communities currently served through the Dinuba Affiliate Center include Dinuba, Cutler, Orosi, London, and Traver.

Communities currently served through the Tulare Affiliate Center include Tulare, Alpaugh, Earlimart, Pixley, Tipton, Waukena.

Rural Locations

For the purposes of this RFP, a Rural Location is a physical site designed to provide an onramp for access to workforce services located in a rural community. A Rural Location may be a stand-alone office or co-located at a community partner site. The WIB defines a rural community as any area of the county not directly served by a Comprehensive or Affiliate center and therefore is eligible to have a Rural Location for rural service provision. **Refer to section 2.9 for additional information on the WIB's Rural Service Strategy and a list of targeted rural communities.** The WIB reserves the right in the contracting process to shift, set priorities, or otherwise change this definition. Subrecipients providing services in Rural Locations resulting from the Rural Service Strategy co-design process will be expected to have a physical presence in those communities for a minimum of 4-8 hours per week per location.

Subrecipients of the Rural location contracts will make WIOA services available to job seekers. They will not be expected to provide training or specialized grant services directly to customers. They will coordinate with Subrecipients responsible for Comprehensive and/or Affiliate Centers to provide access to training and specialized grants. Service provision in these rural locations is expected to be regular and consistent in frequency, so these spaces act as conduits to WIOA services that are embedded in these communities.

Awarded Subrecipients will work in tandem with the WIB to extend services through these community on-ramp locations, such as libraries, community centers, offices of public agencies, and other sites that are convenient and easily accessible to individuals throughout Tulare County.

The WIB does not hold any leases in these communities. The WIB will work with successful respondents to identify locations to provide a consistent physical presence. Respondents are strongly encouraged to leverage resources through collocation with partner agencies, libraries, or other community-based organizations.

4.2 Populations to be Served & Priority of Services

This RFP is intended to serve adults and Dislocated workers aged 18 and older who are residents of Tulare County, along with the target populations outlined below. In developing responses to this RFP, respondents should carefully review the following eligibility criteria for determining an individual's eligibility for WIOA Title I Adult and DW programs:

Reference the EDD Workforce Services Directive (WSD) [WSD 24-04 WIOA Title I Eligibility Technical Assistance Guide](#).

The link also provides additional information regarding Adult Priority of Services.

WIOA Adult Priority of Service

WIOA mandates that priority of services for Individualized Career and Training Services for adult participants must be provided to:

- Veterans and eligible spouses;
- Public assistance recipients;
- Low-income individuals; and
- Individuals who are basic skills deficient.

Veterans and eligible spouses who meet the WIOA eligibility criteria must receive priority of services provided in compliance with the Jobs for Veterans Act ([Public Law 107-288](#)) ([20 CFR 1010](#)).

Access the most current [Local Priority of Service Directive](#).

A new Priority of Service Directive and Technical Assistance Guide are being developed and will be available prior to contract negotiations.

WIOA Dislocated Worker Eligibility Criteria

WIOA DW is defined as an individual who has been terminated or laid off, or has received a notice or termination of layoff, from employment, is eligible for, or has exhausted entitlement to unemployment compensation, and is unlikely to return to a previous industry or occupation.

Additional definitions for DW can be found in the Eligibility Technical Assistance guide referenced above.

Target Populations

The WIB will utilize this RFP to determine respondents' expertise and experience in serving targeted groups. At the discretion of the WIB, additional funds may be awarded to Subrecipients to serve target populations including, but not limited to, Welfare-to-Work customers, Agricultural Workers and members of their households, People with Disabilities (PWD), individuals experiencing homelessness, and justice-involved individuals.

For a list of current specialized grants administered by the WIB and current Subrecipients, refer to the [Employment Connection and youth@work PY 24-25 Special Grants Reference Guide](#).

4.3 Career Services for Adults and Dislocated Workers

Subrecipients are expected to provide WIOA Title I Adult and DW Basic and Individualized Career Services. Individuals may receive basic assistance through services such as job leads and labor market information. More specialized career planning services and job training opportunities are also available for customers who need such services to obtain in-demand, self-sustaining employment.

Based on the individual's needs, a participant may receive any number and combination of services allowable under WIOA. For some customers, this may include basic and individualized career services followed by training services.

Respondents must carefully review the following comprehensive menu of services that WIOA Title I Adult and DW programs that should be made available to participants of WIOA services: Reference [TEGL 19-16](#) for more information.

4.4 Tulare County Strategies and Collaboration

In addition to providing career services to adult and dislocated workers, respondents are expected to collaborate with and leverage the following unique partnerships and strategies that exist in Tulare County. These partnerships and strategies (Training Services, Case Management & Talent Pool Milestones Framework, Business Services) are integral to the service delivery structure envisioned by the WIB and serve to enhance the basic and individualized career services to ensure that customers receive quality, comprehensive support in meeting their career goals. For more information on these strategies, reference sections 2.7, 3.1, and 3.2.

Training Services

Occupational Skills Training and related WIOA Individual career service activities are a vital component of the WIOA service strategy. Subrecipients will be required to provide the following support to assist customers in accessing training. The provision of training services must include comprehensive screening, case management, and documentation processes while following specified guidelines for tracking obligations and participant support. These activities include:

- Guide customers in selecting ETPL-approved programs that align with their career goals and labor market trends.
- Provide support to customers seeking OST scholarships.

- Assist customers in accessing financial aid, budgeting for training, and securing supportive services to ensure program completion.
- Track training completion, support job placement efforts, and ensure compliance with training requirements.
- Collect and record information on credentials and skills acquired during training obligations
- Collaborate with WIB staff and training providers to ensure that customers' fees and/or required textbooks and supplies are paid by the WIB in a timely and accurate manner.

In practical terms, awarded Subrecipients will provide customers with Case Management, and Career Coaching, and be the customer's main point of contact during their Training Program. For simplicity and ease of financial management, the WIB will pay approved invoices for training providers and/or required textbooks and supplies.

For additional information about training services reference the most recent Individual Training Account [\(ITA\) Policies and Procedures directive](#).

Case Management and Talent Pool Milestones

Subrecipients must adopt the EC Talent Pool Milestones as a key strategy for providing career services to customers. Talent Pool Milestones are intended to bring value to customers regardless of where they may be in their career journey. Career coaches utilize the milestones to help customers achieve big and small wins and provide them with customized services and support that help them meet their specific career goals and needs. The Talent Pool Checklist Guide provides clear guidelines for achieving each of the four milestones that will help job seekers enter the EC Talent Pool and increase their employment opportunities. Subrecipients will be expected to provide the following career services as part of the unique Tulare County Case Management and Talent Pool Milestones service strategy.

- Provide comprehensive case management to support customers in the achievement of incremental job readiness milestones (1. Understand and Build Your Skills, 2. Explore your Career Options, 3. Overcome Personal Challenges, and 4. Build a Professional Portfolio) to lead to skill development, better job opportunities, and build the EC Talent Pool.
- Customize each job seeker's path to leverage their skills and address their specific needs while providing guidance and encouragement throughout the process.
- Provide high-quality and personalized career exploration and coaching to help customers understand, plan for, and achieve career objectives.
- Develop and implement individualized and group service strategies to meet participant goals.
- Collaborate with WIB business engagement team to share job leads with customers and connect participants of the EC Talent Pool, OST, and work-based training services (for specialized grants) to job opportunities.

Collaboration with WIB Business Engagement Team

The WIB's business engagement team will serve as the primary source of employment opportunities, with Subrecipient partners playing a vital supporting role in this process. Subrecipients will actively coordinate with WIB staff to ensure program customers have seamless access to available job openings. This collaboration extends across all service areas, including the EC Talent Pool, OST programs, and specialized work-based training initiatives (for specialized grants). While the WIB maintains primary responsibility for business relationships and job development, Subrecipients are expected to maintain regular communication with the business engagement team and effectively utilize the established network of employer connections. This cooperative approach ensures that all qualified customers, regardless of their program enrollment, can benefit from the full range of employment opportunities developed through the WIB's business engagement efforts. Subrecipients will support and collaborate with business engagement team to do the following:

- **Preparing Job Seekers for Work:** The WIB team delivers comprehensive job development to help businesses fill their workforce needs. EC staff collaborate with the WIB by effectively preparing candidates to achieve milestones, sharing share resumes, and maintaining regular communication to align job seeker skills with in-demand jobs.
- **Recruitment Assistance Support:** Recruitment events are collaborative efforts that effectively match job seekers with potential employers. By pooling resources and expertise, EC customers connect to businesses through job fairs, hiring events, and Job Connect, benefiting both employers and candidates.
- **Services for Dislocated Workers:** While the WIB coordinates Rapid Response activities and outreach to businesses who are downsizing or closing, Subrecipient staff are required to connect impacted employees to EC services for dislocated workers.

Co-enrollment and Referrals to Other Programs

Co-enrollment is the strategy of enrolling customers in multiple workforce development programs to maximize the services and resources available to them. By leveraging multiple funding streams, co-enrollment allows individuals to receive tailored services to address their specific needs, increasing their prospects for achieving long-term employment and educational success.

Workforce development programs often have varying eligibility criteria, funding limitations, and service offerings. Through co-enrollment, customers can benefit from a broader range of services, such as OJT, OST, educational support, transitional jobs, and supportive services.

- **Co-Enrollment and Referral Expectations:** Subrecipients are expected to evaluate each participant's eligibility and identify opportunities for co-enrollment into programs that align with their career and educational goals. This includes:
 - Assessing customers for eligibility across multiple programs.
 - Ensuring that co-enrollment aligns with the participant's individualized service plan.
 - Coordinating with other programs to determine how costs and services will be shared.
 - Documenting co-enrollment in CalJOBS or another tracking system.

- Regularly communicating with partnering programs to ensure seamless service delivery.

In addition to co-enrollment, Subrecipients are responsible for referring customers to **community partners, including mandated One-Stop (EC) partners**, to ensure they receive complementary services beyond workforce development. Effective referrals should:

- Be **intentional and participant-focused**, aligning with individual needs.
- Facilitate **warm handoffs**, where a case manager directly connects a participant with the referral agency, either in person or virtually.
- Include **follow-up procedures** to track whether the participant successfully accessed services.
- Utilize the Employment Connection electronic referral process

4.5 Expectations for Job Seeker Engagement

Every interaction with a customer – whether they are enrolled or not – should aim to provide customers with a value-added service that helps the customer get one step closer to reaching their employment and training goals. Providing a value-added service means that the customer walks away with a tool, resource, or clear next step for their journey to a job and, when helpful, an opportunity for enrollment in the EC system.

There is no single-entry point for customers to gain access to EC services and resources. Successful customer engagement will draw on various strategies designed to appeal to a wide range of potential customers. EC staff will be expected to use the following six job seeker engagement strategies:

- Engaging customers enrolled in the system but who have for various reasons disengaged.
- Engaging attendees at events and meetings hosted at EC Centers who are not enrolled in WIOA career services.
- Responding to referrals from partner organizations within 2 business days. Partners use an electronic referral system, and subrecipients designate single points of contact to respond to referrals.
- Engaging with walk-in customers who come to an EC Center looking for resources and services from partner organizations.
- Engaging customers using digital/virtual tools.
- Finding new customers not already connected to the EC system. This may require subrecipients staff to use partner networks and demographic data to plan opportunities to engage customers within special populations. This could include but is not limited to adult school orientations, community college job fairs, attending resource fairs, etc.

4.6 Staffing

All staff members employed by the Subrecipient under this contract must identify as Employment Connection staff and use workforce development titles when interacting with customers and partners, as outlined in the Employment Connection Marketing & Co-Branding Guide.

This requirement ensures consistency across all sites and eliminates customer confusion. We have provided a list of workforce titles that all Subrecipient staff will be expected to adopt.

- Site Coordinator
- Receptionist
- Resource Room Attendant
- Intake Specialist
- Career Coach
- Business Resource Specialist (for specialized grants only)

Subrecipients may propose additional positions for approval by WIB.

Co-Design of Standard Operating Procedures

In PY 25/26, Subrecipients will work with WIB staff to co-design and develop Standard Operating Procedures (SOPs) that will solidify roles, staff competencies, and key processes for the staff roles mentioned above. Subrecipients will be asked to support the collection of staff input, designate staff to participate in monthly meetings, work with the WIB to finalize SOPs, and train respective staff.

Staff Roles/Function

- Site Coordinator: The Site Coordinator is a key leader within the EC Center, responsible for ensuring compliance, optimizing service delivery, and fostering strong partnerships to improve employment outcomes for job seekers.
 - Manages adult workforce programs and ensures compliance with WIOA regulations.
 - Oversees workforce initiatives, staff development, and service improvements.
 - Collaborates with the WIB to enhance employment services.
- Receptionist: The Receptionist role is essential in creating a positive experience for customers and ensuring they receive the guidance needed to access employment and training opportunities.
 - Serves as the first point of contact for visitors.
 - Provides customer service and helps with workforce technology.
 - Guides customers to the right services, staff, or partner agencies.
- Intake Specialist: The Intake Specialist is essential in informing job seeker customers about Employment Connection services, and ensuring they receive the support and guidance needed to begin their employment journey.
 - Determines eligibility for workforce programs and processes enrollments.
 - Assesses customer needs and explains available services.
 - Supports customers in starting their employment journey with empathy and cultural awareness.

- **Career Coach:** The Career Coach is essential in empowering customers by equipping them with the tools, strategies, and support needed to secure and retain meaningful employment.
 - Provides career coaching, case management, and job search support to help customers achieve Talent Pool milestones.
 - Develops individualized employment plans and connects customers to resources.
 - Help customers secure and retain meaningful employment.

The WIB strongly encourages the payment of sustainable wages and the provision of employer-assisted medical benefits to employees.

4.7 Performance Measures

The WIB is held accountable to the DOL and EDD to report all WIOA-funded activities and performance measures. Subrecipients will work closely with the WIB to implement the state and local performance measures and attain the prescribed standard for the delivery of WIOA Title I services. More information on the WIB’s locally defined performance measures can be found in [2024-2025 Employment Connection Objectives and Key Results \(OKRs\)](#). The proposed program must be designed to deliver, track, and document OKRs and WIOA minimum negotiated performance measures and levels for the term of the contract.

The WIOA Title I-B Adult and DW performance goals include:

PY 24-25 WIB Performance Goals	Adult	Dislocated Worker
Employment Rate 2nd Quarter After Exit	63.5%	70%
Employment Rate 4th Quarter After Exit	60%	64.5%
Median Earnings 2nd Quarter After Exit	\$6,800	\$7,700
Credential Attainment within 4 Quarters After Exit	80%	83%
Measurable Skills Gains	75%	80%

4.8 Tracking Requirements

CalJOBS is a web-based case management and customer tracking system. Subrecipients must utilize this system for maintaining customer files. The Subrecipient staff will utilize the system for entry of individual participant data such as eligibility determination, demographics, participant activities, case notes, outcomes, and follow-up data.

Since Subrecipient’s performance will be assessed using data from CalJOBS, the WIB will conduct ongoing monitoring to evaluate the Subrecipient’s use of CalJOBS. Failure to comply with the required use will result in corrective action and may result in the contract being terminated.

5.0 Funding

The WIB will contract with successful respondents, who will be considered Subrecipients, for service delivery on a cost-reimbursement basis. Funds awarded under this contract must be used exclusively to provide WIOA Title I Basic and Individualized Career Services.

The Subrecipient must submit cash requests based on immediate cash needs to prevent excess cash on deposit. Cash requests may be submitted weekly, biweekly, or monthly, as determined by the Subrecipient's immediate cash need.

5.1 Estimated Funding

WIOA formula funding represents the majority of the funding stream for WIOA services across program years. Each year, the WIB seeks funding through competitive grants to add funds to the procured WIOA Title I Career Services contract budgets; however, there is no guarantee that this will occur.

The WIB retains the WIOA Adult and DW funds for ITAs; therefore, it is not necessary for respondents to budget for the cost of ITAs.

This solicitation encompasses future funding awarded to the WIB during the four-year procurement cycle, including WIOA funds and specialized grant funds. At the discretion of the WIB, any future funds awarded to the WIB may be awarded to Subrecipients selected through this solicitation.

WIOA Title I Adult and Dislocated Worker Funding Estimates

Funding Source	Estimated Funding
WIOA Title I Adult and Dislocated Worker	\$4,400,000

5.2 Model Budget Submission- Service Delivery Budget

The applicant will complete a model budget for service delivery of WIOA Career Services within the Employment Connection system. All applicants will use an Adult/DW combined funding level of \$1,800,000 to populate staffing budgets for a comprehensive center, affiliate center, and rural service locations. Service delivery goals and budget levels are commensurate with past year's performance expectations and funding levels. This will allow evaluators to make direct comparisons across applications based on staffing levels and budget choices applicants present here. For chosen applicants, this will be used as a basis to begin contract negotiations. Facilities and Infrastructure, Supplies, and Equipment categories will not be incorporated into the submitted model budget, as some of these costs are borne by the WIB and its Infrastructure Agreement with EC Partners for comprehensive centers. The WIB commits to supporting selected applicants in a reasonable and appropriate amount for any supplies, equipment, and office lease costs or facilities/infrastructure costs for selected Subrecipients.

5.3 Funding Variability

The EC System in Tulare County is a comprehensive workforce system that offers varied solutions for job seekers and employer customers. These solutions range from self-directed job seekers for universal access to customers to customized training and rapid response services for businesses. Naturally, the extent to which the WIB can provide funding for specified services to certain workforce segments

depends primarily on the allocations received from the state and federal government. Within those parameters, the WIB sets service and funding priorities. The amount of formula funds available for the delivery of WIOA Title I services over the next four years is dependent upon funding priorities set by the WIB Board for training, supportive services, and services to special populations with priority of service to veterans.

6.0 Proposal Guidelines

RFP Availability

Beginning **February 19, 2025**, the RFP will be available to download from the WIB's website, www.tularewib.org. If you are unable to download the RFP, please contact:

Laura Gonzalez
Workforce Investment Board of Tulare County
309 West Main Street, Suite 120
Visalia, CA 93291
(559) 713-5200
LGonzalez@tularewib.org

The WIB must receive the proposal(s) by March 26, 2025, at 12:00 P.M. Pacific Time (PT).

Late proposals will not be accepted. The WIB will provide email confirmation verifying the time and date the proposal is received. To see the full timeline of the RFP go to section 1.3 RFP Timeline.

6.1 Bidders' Teleconference

Potential bidders and others who may be interested in the Adult and DW Career Services RFP are invited to a Bidders' Teleconference on February 27, 2025, at 10:00 A.M. (PT). During this session, WIB staff will present the RFP requirements and address questions submitted by the February 25, 2025, deadline.

- **Registration Deadline**
To participate in the teleconference, register by February 26, 2025, by 10:00 A.M. by emailing WIBProcurement@tularewib.org with the subject line [Bidder's Conference No. 25-02]. Registered individuals will receive a Zoom link to join the teleconference.
- **Bidders' Teleconference Questions**
WIB staff will accept questions about the RFP via email at WIBProcurement@tularewib.org. When submitting questions, use the subject line: [Bidder Question RFP No.25-02]. The deadline to submit questions is February 25 at 10:00 A.M.

Please note: WIB staff will not provide guidance on project design during the conference.

6.2 Reference Information

Respondents must provide references from organizations or agencies they have worked with on projects of similar size and scope to those described in this RFP over the last five years. References should specifically reflect experience and performance with WIOA Career Services within Comprehensive Centers, Affiliate Centers, and Rural Locations or similar projects.

Reference Contact Form

Respondents must submit three (3) completed Reference Contact Forms, one for each reference, by **March 3, 2025, at 5:00 P.M.** to WIBProcurement@tularewib.org with the subject line: [Agency Name] - References No. 25-02. For more information, refer to the [Reference Contact Form](#).

The WIB will serve as one of the three references for its PY 2024-25 WIOA Career Services Subrecipients.

Once the WIB receives Reference Contact Forms, WIB representatives will provide the respondent's references with the **Past Performance Questionnaire** to complete and return by **March 13, 2025, at 5:00 P.M.** Respondents must ensure all references are informed of the process to avoid delays or disqualification.

Reference Evaluation Criteria:

The evaluation team will assess the following:

- Did the respondent receive three complete references by the due date?
- Were the referenced projects completed within the past five years?
- Did the respondent demonstrate positive outcomes on projects of similar scope to this RFP?

Notification of Reference

Respondents will receive an email notifying them when the required references are received.

6.3 RFP Inquiries and Communication

Procedures for Submitting Questions and Official Clarifications

To ensure a fair and objective evaluation process, all questions regarding this RFP must be submitted in writing via email by **March 10, 2025, at 10:00 A.M.** Questions must be emailed to WIBProcurement@tularewib.org with the subject line: [Q&A No. 25-02]. Questions without this subject line may not be processed. Any questions received after this deadline will not be addressed.

WIB Response to Questions

WIB staff will provide written responses to all submitted questions. These responses will be posted on the WIB website at www.tularewib.org. It is the responsibility of respondents to review these responses for any clarifications or updates.

Official Clarifications and Amendments

The only official clarifications to this RFP are those posted on the WIB website. If responses require modifications to the RFP's terms, conditions, or provisions, a formal amendment will be issued.

6.4 Restrictions on Communication

To maintain transparency, respondents are strictly prohibited by the WIB from contacting WIB or committee members, proposal evaluators, or staff during the procurement process outside of the official process outlined in this RFP. Any information obtained through unauthorized communication will be

deemed invalid and will not be considered part of the proposal evaluation process. Directly contacting WIB or committee members or evaluators is a violation of communication, and respondents risk disqualification of their proposal.

6.5 Addenda

The WIB reserves the right to revise any part of this RFP as necessary. If revisions occur, an addendum will be issued to all known recipients and posted on the WIB website (www.tularewib.org). Any clarifications, including responses to questions raised during the Bidders' Conference, will also be incorporated into an official addendum to this RFP.

If downloading this RFP from the WIB website, email the contact name and email to WIBProcurement@tularewib.org with the subject line [RFP Recipient No. 25-02] to ensure the receipt of notifications of any updates or revisions. Respondents are responsible for regularly checking the WIB website for updates related to the procurement process, responses to submitted questions, and any changes to instructions, timelines, or requirements. If any issues are experienced when downloading the document, please email WIBProcurement@tularewib.org or contact Laura Gonzalez at (559) 713-5200 for assistance.

6.6 Legislative Changes and Compliance

The terms and conditions of this RFP, and any resulting agreements, are subject to change based on new or revised legislation, federal regulations, policies, and guidance, as well as changes in funding allocations, policy guidance issued by the DOL or other applicable entities or directives from the EDD. Respondents are expected to remain informed about all updates to WIOA and related requirements. The WIB will provide technical assistance as necessary to ensure compliance with these changes. For the latest official WIOA information, visit the U.S. Department of Labor's Employment and Training Administration website at: <https://www.dol.gov/agencies/eta/wioa/regulations> and EDD's website at: https://edd.ca.gov/en/jobs_and_training/policy_and_guidance/

6.7 Right to Cancel

The WIB reserves the right to cancel all or any portion of this RFP at any time without prior notice. Additionally, the WIB may modify the RFP process or timeline as necessary.

7.0 Proposal Submission

As mentioned above, the WIB must receive the proposal(s) marked no later than March 26, 2025, at 12:00 P.M. Pacific Time (PT). A proposal not received by this time will be automatically disqualified from competition. An agency may submit only one proposal in response to this RFP. Multiple submissions from the same agency will not be considered.

Respondents must email a complete proposal package, including all required attachments and other required documents to WIBProcurement@tularewib.org. The WIB will confirm the date and time the proposal was received via email. For further guidance, visit the WIB website or submit inquiries via email before the deadline.

7.1 Proposal Submission Instructions

Respondents must follow the instructions below to correctly submit the RFP:

- The proposal narrative, resume(s) manager, organization chart (leadership of the organization and intended staffing), and the required attachments must be submitted as a PDF.
- The model budget must be submitted in Excel.
- All documents must be saved using a naming convention that includes the title of the document and an agency name that does not exceed 40 characters in length.
 - For example: Attachment A-XYZ Company
- All documents, attachments, and required signatures must be combined into a single .ZIP file and submitted as one document to: WIBProcurement@tularewib.org
- Do not submit more than one proposal.
- The title of the email subject line should read: [Agency, Proposal No. 25-02]
 - For example, XYZ, Proposal No. 25-02

Manual or Electronic Signatures

Respondents may submit documents requiring signatures using either manual or electronic signatures. An electronic signature, whether digital or encrypted, shall be deemed valid and binding with the same force and effect as a manual signature. For the purposes of this RFP, an “electronic signature” is defined as any electronic sound, symbol, or process attached to or logically associated with a document and executed or adopted with the intent to sign, including but not limited to facsimile, portable document format (PDF), or email electronic signatures, in accordance with the California Uniform Electronic Transactions Act (Cal. Civ. Code §§ 1633.1 to 1633.17), as amended.

Proposal Withdrawals

A submitted proposal may be withdrawn before the application deadline. To withdraw, the respondent must submit a written request to the WIB. Once the deadline has passed, the proposal becomes the property of the WIB and may be subject to public disclosure under the Freedom of Information Act.

7.2 Proposal Formatting Requirements

To ensure consistency and readability, all proposals must adhere to the following formatting guidelines:

- Font Size: 12-point
- Margins: One inch on all sides
- Text: Single-spaced
- Page Size: Letter (8.5” x 11”)
- Page Numbering: Centered at the bottom of each page

Failure to follow these formatting requirements may result in the proposal being disqualified or sections being removed prior to review.

7.3 Proposal Content and Page Requirements

Respondents must submit all required documents while adhering to the specified page limits. Narratives should be clear and concise, providing only the necessary information to address each requirement. The written narrative of the RFP cannot exceed 25 single-spaced pages for all of the Comprehensive Centers, Affiliate centers, and rural locations (excluding attachments, resumes, and organizational charts). Content beyond the required page limits will be removed before proposals are evaluated. Respondents must address all sections below in their proposal narrative.

Respondents must address all sections outlined for the proposal narrative. Respondents may choose to submit a single, comprehensive response for a section, provided that each bullet point within that section is fully addressed. This approach allows for flexibility while ensuring that all required components are thoroughly covered.

Each narrative section must include a heading that clearly identifies the category being addressed. Respondents may not submit additional attachments unless explicitly requested within this RFP.

Narrative Page Limits

9.0 Proposal Narrative	Page Limits
9.1 Executive Summary	1
9.2 Organizational Overview, History, Structure, and Staffing	3
9.3 Financial Management Structure and Model Budget	1
9.4 Program Service Delivery	16
9.5 Customer-Centered and Employer Engagement Strategies	4
Maximum Page Limit	25
10.0 Supplemental Narrative for Specialty Experience and Expertise	Page Limits
10.1 Target Populations	2
10.2 Rural Communities	2
10.3 Project Models	1
10.4 Employer Engagement	1
Maximum Page Limit	6

Required Attachments

Forms	Attachment	Note
Proposal Title Page	Attachment A	Required
Signatory Authorization	Attachment B	Required
Proposal Checklist-Table of Contents	Attachment C	Required
Model Budget and Budget Narrative	Attachment D	Required
Certification Regarding Lobbying	Attachment E	Required
Instructions for Certification Regarding Debarment	Attachment F	Required
Standards of Conduct	Attachment G	Required
Risk Assessment Survey	Attachment H	Required

Manager Resume(s)	Not Applicable	Required-Limit 2
Organizational Charts 1. Leadership of the organization 2. Intended staffing	Not Applicable	Required-Limit 2

Proposal Title Page – Attachment A

The Proposal Title Page must be completed in full and signed by an agency officer authorized to bind the agency to all commitments made in the proposal.

Signatory Authorization – Attachment B

The Signatory Authorization Form is included as an attachment to this RFP and may be submitted in lieu of the Board Resolution.

Proposal Checklist - Table of Contents – Attachment C

The Proposal Checklist must be completed and included in your proposal package and will serve as your Table of Contents.

The Proposal checklist identifies all narratives, forms, and certifications that must be submitted with your proposal. This sequence must be followed by assembling the completed proposal.

Model Budget and Budget Narrative – Attachment D

Respondents must submit the line-item Model Budget Form completed in full. This Excel budget worksheet, included in the RFP exhibits, provides an instructions tab for completion. The model service delivery budget focuses on staffing patterns for each of the service delivery methods: Comprehensive Centers, Affiliate Centers, and Rural Service provision. Respondents must complete all three budgets.

Certificate Regarding Lobbying - Attachment E

The Certificate Regarding Lobbying form must be signed to ensure that no federal funds were used to influence a government official or employee.

Instructions for Certificate Regarding Debarment - Attachment F

Respondents must sign this form to certify that they are not currently debarred or suspended from doing business with the government and have not been involved in activities that could lead to debarment.

Standard of Conduct - Attachment G

Respondents must sign the Standard of Conduct form, certifying that the agency agrees to comply with the terms and conditions required for certification as outlined in the form.

Risk Assessment Survey - Attachment H

The Risk Assessment is a tool designed to gather information about an organization's operational stability, financial health, internal controls, program performance, and compliance and legal status. When procuring qualified subrecipients for the delivery of WIOA services and other specialized grant funds, the WIB conducts a thorough assessment of the respondents to the RFP. The Risk Survey—Attachment H must be completed and submitted with the proposal. WIB directive TUL 24-06 Risk Assessment is available at www.tularewib.org/directives.

Manager Resume(s)

If a site manager is not currently on staff, identify the person responsible for supervising and overseeing services until a manager is hired. Include the manager's resume as an attachment, if available.

Organizational Charts

Attach two organizational charts. One must show the organization's leadership structure and the other must illustrate the intended staffing operations for the EC Comprehensive Center, Affiliate Center, and rural communities, including job titles and the intended manager. The intended staffing operations should align with the Model Budget submitted for Attachment D.

8.0 Proposal Evaluation Process

After receipt of proposals, the WIB will conduct an initial compliance review, distribute to the evaluation panel to systematically rate, and then make recommendations to be submitted to the WIB for approval.

8.1 Compliance Review

Staff will review them to ensure they are complete and comply with all applicable legal and regulatory requirements and the terms and conditions outlined in the RFP. Proposals that are incomplete or clearly fail to meet legal, regulatory, or RFP requirements will be disqualified.

8.2 Evaluation of Proposals

Panels consisting of community leaders and outside experts will review and evaluate the proposal narratives. Independent reviewers will score and rank all eligible proposals based on the criteria outlined in this RFP. The table below summarizes the scoring methods used for this process.

8.3 Evaluation Criteria for Comprehensive, Affiliate, and Rural Locations

Respondents will be evaluated on their ability to thoroughly address all requirements in each section of the narrative outlined in this RFP. The evaluation criteria will be based on the use of detailed examples to showcase qualifications and demonstrate the respondent's ability to effectively manage programs outlined in the Scope of Services section of this RFP.

Proposal Narrative Sections	Page Limits	Score
9.1 Executive Summary	1	5
9.2 Organizational Structure, Management, and Staffing Plan	3	10
9.3 Financial Management Structure and Model Budget	1	15
9.4 Program Service Delivery	16	55
9.5 Customer-Centered and Employer Engagement Strategies	4	15
Maximum Score	25	100
10.1-4 Supplemental Narrative for Specialty Experience and Expertise	6	N/A

8.4 Evaluation of Expertise for Target Populations, Rural Locations, Project Models, and Employer Engagement

To ensure that workforce services awarded through this RFP meet the current and potential needs of the community, respondents are required to describe their experience and expertise in serving target populations and rural communities, implementing key program models, and/or employer engagement. This section of the proposal will be evaluated in conjunction with the narrative and budget score and will be used to inform final funding decisions, WIOA Title I geographic scopes, and the incorporation of specialized grants and program models. For chosen Subrecipients, this will be used as a basis to begin contract negotiations, to develop the complete funding picture, and determine the scope of service provision.

10.0 Area of Expertise	Page Limits	Rating
10.1 Experience with Target Populations 1) Justice-involved Individuals 2) English Language Learners and Agricultural Workers and their Households 3) Individuals Experiencing Homelessness 4) People with Disabilities 5) Lesbian, Gay, Bisexual, Transgender, Queer Plus (LGBTQ+) 6) Welfare-to-work Participants 7) Veterans	2	No experience Limited Moderate Strong Exceptional
10.2 Experience with Rural Communities	2	
10.3 Experience with Program Models 1) Transitional Jobs Programs 2) Supervised Work Crew Programs 3) Temporary Jobs for Humanitarian and Disaster Relief Cleanup	1	
10.4 Experience with Employer Engagement	1	
Maximum Page Limit	6	

9.0 Proposal Narrative

9.1 Executive Summary

Include a brief overview of the proposal, summarizing the understanding of the WIOA Title I Adult and DW programs, the programmatic goals, and requirements. Highlight the organization's capacity to deliver effective and high-quality services.

9.2 Organizational Structure, Management and Staffing Plan

Respondents must provide a comprehensive overview of their organizational structure, management approach, and staffing plan that will support the operation of and effective delivery of services at the proposed EC Comprehensive Centers, Affiliate Centers, and Rural Locations. The overview must include the following:

- **Organizational Overview:**
 - Provide a brief history of the organization, including its type, primary location, employment size, and years in operation.
 - Provide an explanation of the organization's ability to perform the services at the scale described in this RFP.

- **Mission and Vision:**
 - Clearly state the organization's mission and vision and explain how they relate to the EC System's Theory of Change and related workforce development programs.

- **Hiring Policies and Staff Qualifications:**
 - Outline the organization's recruitment, hiring, and onboarding policies and procedures.
 - Clearly define the qualifications required for all proposed roles and positions, including those with fiscal accountability.
 - In the hiring and staffing plan, describe how the organization accounts for cultural competencies and languages in the hiring process to effectively meet the diverse needs of job seekers.
 - Provide examples of methods used to evaluate staff performance.
 - Describe the strategies the organization has used to support, motivate, and retain qualified staff to ensure they meet the expectations of their role.

- **Quality Assurance and Training:**
 - Describe the organization's internal quality assurance process to ensure continuous improvement, contract compliance, accurate data management, and effective performance management.
 - Describe the strategies the organization has used to ensure staff receive ongoing training and professional development to maintain the skills and knowledge necessary to provide high-quality services to participants.

- Provide details on how staff are cross trained to understand partner programs and provide participants with referrals to resources needed to achieve positive educational and employment outcomes.
- Outline the process for ensuring staff remain knowledgeable about local WIB policies, directives, and procedures, as well as the routine training to align staff roles with the overall vision of the Employment Connection system.

9.3 Financial Management Structure and Model Budget

Respondents must provide an overview of their financial management structure. This overview should include:

- A description of the organization’s approach to managing and accounting for funds, with a focus on practices that ensure strong financial oversight, accountability, and compliance.
- If applicable, details of the organization's experience managing and accounting for state and federal funds, including any relevant systems, controls, or procedures.
- For organizations without prior experience with state or federal funds, describe how the existing financial management practices can be effectively adapted to meet the requirements associated with managing such funds.

Model Budget and Narrative – Attachment D

Respondents must complete a model budget and narrative (Attachment D) for WIOA Adult and DW services. All respondents will use a fixed funding level of \$1,800,000 to populate a budget for personnel and staff travel. Attachment D outlines a scenario with performance goals and services for the following locations:

1. **A Comprehensive Center**
2. **An Affiliate Center**
3. **A minimum of three Rural Locations**

Respondents will propose staffing levels necessary to meet performance goals, which include Adult and DW enrollments, EC Talent Pool participation, and occupational skills training, ensuring that no less than 20 percent of total enrollments are DW participants. Facilities and Infrastructure, Supplies, Equipment, and other related cost categories should not be incorporated into the model budget, as the WIB commits to providing reasonable and appropriate support to selected Subrecipient(s) for these categories identified during the contract negotiation period. For Comprehensive Centers, Facility and Infrastructure costs are borne by the WIB.

The WIB and evaluators are most interested in comparing respondent staffing levels and patterns and the justifications used in the budget narrative to evaluate fiscal and programmatic feasibility.

9.4 Program Service Delivery

Respondents must describe their organization's experience and capacity to deliver WIOA Title I Career Services for Adults and DW or similar workforce services.

Comprehensive, Affiliate, and Rural Location Service Delivery

- Describe the organization's experience and qualifications in operating and providing workforce services and implementing programs at Comprehensive Centers, Affiliate Centers, and Rural Locations or similar sites.
- Describe the types of locations where services were provided, including the days and hours of operation.
- Describe the types of workforce programs and services provided (or similarly structured programs) and how they were managed.
- Describe an unsuccessful workforce project implemented in the last three years. Explain why it was unsuccessful and describe what the organization would do differently.

Program Eligibility

- Describe the processes and documentation the organization has used to determine and verify program eligibility (WIOA Title I Adult and DW, if applicable) to ensure compliance with federal, state, and local requirements.

Case Management and Assessment

- Describe how the organization assesses the needs of job seekers.
- Describe the organization's approach to developing individualized employment and training plans.
- Describe the organization's case management strategies and any positive employment outcomes.
- Describe the tools and methods you have used to ensure participants receive the necessary retention and follow-up support.

Career Exploration and Planning

- Explain the processes you use to help participants identify career interests, strengths, and skills.
- Describe the training the organization provides for staff to ensure they have access to and a clear understanding of Labor Market Information.
- Describe how staff use labor market information to support participants in making informed career decisions and ensure they understand labor market trends and opportunities in their region.

Job Readiness Preparedness

- Describe strategies the organization has used to assist participants in developing job readiness skills such as resume writing, interview preparation, and job search techniques.

Supportive Services

- Describe the organization's experience in providing supportive services to job seekers, particularly those with barriers to employment.
- Describe the strategies the organization uses to ensure customers are aware of and can access available supportive services.
- Describe how the organization has tracked and documented the provision of supportive services.

Data Management Systems

- Describe the organization's experience in utilizing CalJOBS or other similar systems to manage participant data, track services, and ensure compliance with Federal, State, or Local requirements of WIOA.
- For organizations who have no experience with CalJOBS, describe the strategies the organization would use to handle the transition of management systems to ensure minimal disruption in the delivery of service.

Training

- Describe the organization's experience enrolling and case managing participants in occupational skills training programs.
- Describe how the organization ensures these participants are enrolled in programs that lead to in-demand occupations and long-term employment success.

Eligible Training Provider List (ETPL)

- For organizations who have used CalJOBS to access and utilize the ETPL to select locally approved training providers, please describe the organization's experience, including how the organization has leveraged these tools to connect participants with in-demand training opportunities.
- For organizations who have NOT used CalJOBS to access and utilize the ETPL to select locally approved training providers, please describe any similar systems or processes you have used to select which training providers you enroll participants in.

Dislocated Worker Re-Employment Services

- Describe how the organization approaches identifying and verifying eligibility for dislocated workers.
- Describe how the organization addresses the common challenges of dislocated workers, such as skills mismatches, outdated experience, or layoffs.
- Describe the organization's approach to providing resources to assist workers to reskill/upskill or transition to new career pathways.
- Highlight examples of dislocated worker partnerships such as RESEA (Reemployment Services and Eligibility Assessment) and Rapid Response.

- If the organization has not directly provided DW Re-Employment Services, describe how the existing programs, services, or partnerships could be adapted to support dislocated workers. Explain how the organization would approach building the capacity needed to address the unique challenges faced by dislocated workers, such as eligibility verification, skills mismatches, and career transitions.

9.5 Customer-Centered and Employer Engagement Strategies

Customer Engagement

- Describe how the organization implements diverse engagement strategies to connect with customers to ensure that every interaction includes a value-added service and clear next steps.
- Provide examples of the organization's experience using digital tools, partner networks, or community events to reach new customers.
- Describe how the organization ensures timely follow-up and meaningful engagement with referrals from partner organizations.

Employer Engagement

- Describe the organization's approach to building and maintaining relationships with the business community.
- Provide examples of successful employer partnerships with businesses and outcomes achieved.

Customer-Centered Design and Collaboration

- Provide specific examples of how the organization has gathered, analyzed, and applied customer feedback and satisfaction to improve workforce services. Describe what changed as a result of this process.
- Describe how the organization engages with customers, partners agencies, and stakeholders in the co-design of services. Describe any specific processes, tools, or strategies used to involve job seekers, employers, and community partners in shaping workforce programs.
- Describe how the organization trains staff to embrace and implement customer-centered design principles. Provide examples of professional development, coaching, or other efforts to instill a customer-first culture within the workforce.

10.0 Supplemental Narrative for Specialty Experience and Expertise

Please respond to the questions below concerning Target Populations, Rural Communities, and Project Structures if you have relevant experience. Participation in this section is optional, and responses will neither be scored nor included in the narrative page limit or point totals. This supplemental narrative is restricted to a maximum of six (6) pages.

10.1 Experience with Target Populations

Please describe the organization's experience providing services to any of the following target populations, if applicable: 1) Justice-involved Individuals, 2) English Language Learners and Agricultural Workers and their Households, 3) Individuals Experiencing Homelessness, 4) People with Disabilities, 5) Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+), 6) Welfare-to-work Participants, and 7) Veterans. Respond only to the groups with which you have relevant experience.

For each population, describe the organization's specific experience, examples of projects, outcomes achieved, and partnerships that enhanced or supported participants.

10.2 Experience with Rural Communities

If applicable, please describe past workforce programs the organization has operated in rural areas, particularly in Tulare County. If relevant, detail the organization's experience maintaining a physical presence in small communities and highlight significant partnerships with local organizations, businesses, or municipalities that have enhanced workforce services in rural areas.

10.3 Experience with Program Models

If applicable, please share the organization's experience for each following program models 1) Transitional Jobs Programs, which involve subsidized employment aimed at helping individuals to establish a work history, demonstrate work success in an employee-employer relationship, develop the skills that lead to unsubsidized employment, and foster job retention, particularly for those with barriers and inconsistent work history. 2) Work Crews- subsidized supervised crews in public works or community improvement projects. It may require the use of power tools, safety training, etc. 3) Temporary Jobs Programs for humanitarian or disaster relief efforts. Focuses on immediate income, work experience and addressing community needs.

For each model, describe examples that the organization has implemented, outcomes achieved, and examples of strategies used to increase participant success.

10.4 Experience with Employer Engagement

Share the organization's experience with employer engagement. Explain how the organization identifies and engages employers in any of the following strategies to connect job seekers to work: employment placements, on-the-job training, internships, or other work-based learning programs. Share examples of partnerships and outcomes related to employer engagement.

11.0 Terms and Conditions

11.1 Selection of Subrecipients

The WIB will select the respondent whose proposal best meets its needs, based on the previously outlined evaluation criteria. The selection will be determined by the information provided in response to this RFP, along with any additional information the WIB deems necessary.

The WIB reserves the right to negotiate with any respondent after proposals are opened if it is in the best interest of the WIB. Additionally, the WIB retains the right to reject any submitted proposal.

11.2 Appeals Process

Respondents to the RFP have the right to appeal against the WIB's funding decision, except for proposals disqualified due to late submission, which are not eligible for appeal.

All respondents will receive a notification of the WIB's funding decisions. If a respondent wishes to appeal the selection or award decision, they must submit a written appeal request to the WIB within five (5) working days of the postmarked date on the award status letter. Appeals will be handled in accordance with the WIB's Protest Procedure, as outlined in the [WIB Procurement Manual](#).

An appeal will only be considered valid if it demonstrates a violation of one or more of the following:

- The procurement process outlined in the RFP was not followed.
- Federal, state, or WIB procurement guidelines were violated.
- Clean and substantial errors or misstated facts relied upon on the board in their decision
- Unfair competition in the decision-making process
- Other legal basis that may substantially alter the Board's decision

Appeals will not be accepted for:

- Disputes over individual scores, the rating system, or dissatisfaction with evaluation results unless a procedural violation, as stated above, has occurred.

To be considered for review, the appeal must contain the following information:

- The full name, address, and telephone number of the appealing party;
- A full and complete statement of the reasons for appeal, including the issue(s) in dispute and the legal authority or other basis for the protestors' position;
- A statement of relief sought.

Respondents must make their appeal as specific as possible. The appeal must be in writing with the proper signatory authority. The appellant must provide a copy of the appeal letter and supporting documents to the WIB Executive Director at the address listed below. The WIB will convene an Appeal Review Panel that will consider the merits of the appeal and issue a written decision within ten (10) working days of receipt of the appeal. The appeal decision is final, and there are no other local administrative actions available to the appellant.

RFP Appeals
Adam Peck, Executive Director
Workforce Investment Board of Tulare County
309 West Main Street, Ste 120, Visalia, CA 93291

11.3 Board Action

The WIB Program and Evaluation Committee's recommendation will be presented to the WIB Board on May 14, 2025. This date is subject to change at the WIB's discretion. Based on this recommendation, the WIB Board will determine and designate the respondent(s) to be awarded the contract(s).

11.4 Failed Competition

The WIB reserves the right to reject any or all proposals that do not meet the specifications of this RFP. Competitive negotiation requires at least two responsive proposals for the same scope of work. If only one responsive proposal is received, the competition is considered failed.

In the event of a failed competition, the WIB may choose to either re-compete the procurement or proceed with a noncompetitive negotiation (sole source procurement).

11.5 Contract Award

The WIB Board will make the final selection of the successful respondent(s) on May 14, 2025, followed by contract negotiations and signing. These target dates are subject to change.

11.6 Contract Performance Period

The contract term shall be for one year, beginning July 1, 2025, and ending June 30, 2026, with the option to extend for up to three (3) additional one-year periods based on need, performance, and funding availability. The contract budget will be renewed annually based on the availability of funds.

11.7 Insurance Requirements

All WIB Subrecipients must maintain comprehensive business insurance. Required coverage includes:

- General liability insurance with a minimum coverage of \$2,000,000 per occurrence
- Business personal property insurance, including fire and theft coverage

11.8 Fidelity Bond and Performance Bond

- Workers' compensation insurance

Before a contract is executed, the successful respondent must provide proof that the WIB is named as an additional insured on their insurance policy.

11.9 Authorized Negotiator & Contract Negotiations

All respondents must designate an authorized negotiator whose name and contact information must be included on the proposal's title page. This individual must have the authority to make binding commitments on behalf of the respondent and any applicable subcontractors.

The WIB reserves the right to negotiate the final terms of the contract with the selected respondent(s). Negotiable items may include but are not limited to the scope of work, proposed staff, implementation schedule, budget, and final award amount.

Contract Negotiation Overview- Required Attendance

All awardees are required to attend an in-person **Contract Negotiations Overview** on **May 21, 2025**. This session will provide essential information regarding contract terms, compliance requirements, reporting expectations, and funding guidelines.

Attendance is mandatory to ensure a clear understanding of the contractual obligations before finalizing agreements. Additional details, including the time and location, will be provided upon award notification. If you have any questions regarding this session, please email inquiries to WIBProcurement@tularewib.org with the subject line Negotiations No. 25-02.

Contract Terms and Litigation Warranty

The WIB will negotiate contract agreements with the selected respondent(s). The final contract will incorporate this RFP, any addenda, and the respondents' submitted proposal. The WIB is not responsible for any oversights in this RFP that are not brought to its attention before contract negotiations begin.

By submitting a proposal, respondents warrant that they are not currently involved in litigation or arbitration related to the performance of similar services and that no judgments or awards have been made against them for such services—unless disclosed in the proposal.

Disclosure of litigation or arbitration will not automatically disqualify a respondent; however, the WIB reserves the right to evaluate proposals based on the facts and circumstances surrounding any disclosed legal matters.

11.10 Restrictions on Disclosure

Respondents must clearly mark and identify any information in their proposal that they consider confidential or proprietary and provide a justification for its exemption from disclosure under applicable law. The WIB will protect and maintain confidentiality only to the extent permitted by law. Any information not legally exempt from disclosure will be considered a public record.

Proposals will be received, maintained, and disclosed in accordance with the California Public Records Act and the FOIA. Proposals will remain exempt from public disclosure until the evaluation and selection process is complete. However, respondents should be aware that the WIB is legally required to make its records available for public inspection and copying, except for specific exemptions (see California Government Code Section 6250 et seq. and 5 U.S.C. Sec. 552 (FOIA)).

The WIB will not provide prior notification to respondents if information is requested or released unless the request pertains to information previously marked and identified as confidential or proprietary. In such cases, the WIB will notify the respondent, allowing them to challenge the request in accordance with applicable law.

WIB assumes no liability for the disclosure of any records. Additionally, all bid responses become the property of the WIB, which reserves the right to use any information or ideas contained within submitted proposals. This provision does not require the disclosure of records exempt under the California Public Records Act or trade secrets protected by the Uniform Trade Secrets Act (Civil Code Section 3426 et seq.).