**REQUEST FOR PROPOSALS
Released March 22, 2023**

**Workforce Innovation and Opportunity Act (WIOA)**

**ONE-STOP OPERATOR**

**FUNDING PERIOD: July 1, 2023 - June 30, 2024**

**PROPOSALS DUE: April 25, 2023, 3:00 P.M. CDT**

**Workforce Development Board of South Central Wisconsin, Inc. (WDBSCW)**

3513 Anderson Street, Suite 104, Madison, WI 53704

procurement@wdbscw.org

#  NOTICE OF REQUEST FOR PROPOSALS (RFP)

**Due Date: April 25, 2023, 3:00 p.m. CDT**

**Submit To: Proposals must be submitted via email to** **procurement@wdbscw.org**

 before the deadline; alternate proposal methods will not be accepted.

**Services:** One-Stop Operator to support the south-central Wisconsin Comprehensive American Job Center and designated Job Center sites

**Contract Type:** Cost Reimbursement

**Contract Term:** July 1, 2023 – June 30, 2024 with the option to renew

**Funds Available:** $101,000

**RFP Contact:** procurement@wdbscw.org

**RFP Issued:** March 22, 2023

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# SECTION I: Background and Overview of RFP

1. **Purpose of RFP**

The Workforce Development Board of South Central Wisconsin is pleased to issue this Request for Proposal (RFP) to identify and select a qualified subrecipient for Department of Labor federal funds to retain a One-Stop Operator to support the South Central Wisconsin Workforce Development System’s Comprehensive American Job Center in Dane County located at 1819 Aberg Avenue in Madison, Wisconsin. Contract(s) resulting from this RFP are anticipated to commence on July 1, 2023 and end June 30, 2024.

1. **About the WDBSCW**

The Workforce Development Board of South Central Wisconsin (WDBSCW) is a non-profit organization that collaborates with businesses and workforce in the counties of Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk to promote a healthy economy. We adapt to the changing economic environment and respond to the pressures felt by workers, businesses, and communities in our six-county region.

The WDBSCW is governed by a Board of Directors, composed of community leaders with expertise in the public, private and philanthropic sectors that provide leadership and oversight to the South Central Wisconsin Workforce Development System, with services carried out by the contracted service providers under the WorkSmart Network brand and its American Job Center partners. To learn more, visit [wdbscw.org](http://www.wdbscw.org).

The WDBSCW administers key workforce development resources, including WIOA Title 1-B formula funds. These funds, made available through the U.S. Department of Labor, are provided to local workforce development areas to deliver a comprehensive range of services to its populations including career pathway exploration, training, education, work-based learning, supportive services and follow-up/retention, with the ultimate goal of securing jobs that offer livable wages.

WDBSCW seeks service delivery proposals that meet the purpose and expectation of this RFP and are aligned with the WDBSCW’s principles. Through these services, the WDBSCW expects to achieve a measurable and positive impact on the success of employers and workers in the south-central Wisconsin region. This is an opportunity to implement specific strategies targeted to prepare and connect workers to careers in high-growth, high-opportunity, and high-demand industries in the south-central Wisconsin region. It also offers selected service providers an opportunity to engage in workforce development efforts, collaborations, and partnerships that are unique to the south-central Wisconsin region.

1. **Available Funding and Performance Period**

WDBSCW currently estimates the available funding will not exceed **$101,000** for the one-year period of July 1, 2023 through June 30, 2024.Final funding awards will be based upon WIOA funding allocations, WDBSCW priorities, and other factors at the discretion of the WDBSCW. The actual amount of the contract award will be based on the proposed budgets, availability of funds, and the standards for the use of public funds (all costs must be reasonable and necessary to carry out the planned functions, allowable, and allocable to the proper grant/cost categories). The proposal(s) most advantageous to WDBSCW in terms of quality and cost will be recommended for funding.

The WDBSCW, in coordination with the Board’s Planning and Development Committee has established a model framework, which proposals must respond within. This framework identifies the specific roles and contract conditions required. Funds available through this procurement are to include all salary/wage, fringe, and associated costs. Cost-price comparisons will be a component of the review process.

## Eligible Applicants

Eligible applicants may be a single entity (public, private, or nonprofit) or a consortium of entities (that may include a minimum of the three required WIOA One-Stop Center partners with clearly defined roles of each). Proposals from consortia, partnerships, or other combinations of organizations must identify one organization as the lead agency and prime contractor, and must specify the assignment of subcontracting relationships.

The types of entities that might be a One-Stop Operator include: (1) an institution of higher education; (2) an employment service State agency established under the Wagner-Peyser Act; (3) a community-based organization, nonprofit organization, or workforce intermediary; (4) a private, for-profit entity; (5) a government agency; (6) a Local Board, with the approval of the local CEO and the Governor; or (7) another interested organization or entity that can carry out the duties of the One-Stop Operator. Examples include a local chamber of commerce or other business organization, or a labor organization.

## Eligible applicants are required to submit a written Letter of Intent to Apply by March 31, 2023 at 12:00 p.m. CDT. The letter must state:

* The intent of the proposer to participate in the process;
* Acceptance of the RFP evaluation criteria, process, and the instructions of the RFP;
* Agency, organization or consortium name; and,
* Name, complete address, phone number and email address of a designated individual to whom any correspondence/addendums should be sent
1. **Contract Type**

Contracts executed as a result of this RFP process will be cost reimbursement. Final contracts will also be subject to any changes in the legislation, regulations or policies initiated by the funding sources and funding availability. WDBSCW reserves the right to vary or change the terms of any contract executed as a result of this RFP, including funding levels, the scope of work, goal, and/or performance standards, as it deems necessary in the interest of the WDBSCW and its programs.

Based on future funding availability and contractor’s performance, the WDBSCW reserves the option to extend and/or renew the contract. Renegotiation will be initiated by the WDBSCW before the expiration of the established contract. In order for the WDBSCW to exercise a contract extension/renewal, consideration will be based on defined performance outcomes, future funding availability, contractors’ satisfactory performance, and other factors. However, the WDBSCW is not bound to exercise a contract extension or renewal solely on stated performance outcomes.

## Tentative Schedule of Events

|  |
| --- |
| Tentative Schedule of Events |
| RFP Release Date | March 22, 2023 |
| Letter of Intent to Apply Dueprocurement@wdbscw.org | March 31, 2023, 12:00 p.m. CDT |
| Deadline for Written QuestionsEmail questions to: procurement@wdbscw.org Questions and answers will be posted to: [wdbscw.org](http://www.wdbscw.org) | April 12, 2023, 12:00 p.m. CDT |
| Proposals Due | April 25, 2023, 3:00 p.m. CDT |
| Procurement Committee Review | TBD |
| Contract Recommendations | May 31, 2023 |
| Announcement of Subaward | TBD |
| Contract(s) Starts | July 1, 2023 |
| Initial Contract End Date | June 30, 2024 |

\*WDBSCW reserves the right to make changes to the above timeline.

## Questions and Answers

The primary mode of communication between the WDBSCW and potential bidders will occur via email. Entities may submit questions via email to procurement@wdbscw.org until April 12, 2023 at 12:00 pm CDT. Please note “RFP Question” in the subject line of the e-mail and submit questions to: procurement@wdbscw.org. **Responses to questions will be posted at** [**www.wdbscw.org**](http://www.wdbscw.org).

1. **Service Locations**

The WDBSCW intends to maintain a regional platform that extends across six counties of south-central Wisconsin and builds on the existing American Job Center structure. The current structure includes three primary public service locations (Dane County Job Center, Workforce Development Center of Jefferson County and the Sauk County Job Center) that carry varied technical designations but will be considered Job Centers within the model. These Job Center locations are outlined below. There are additional community locations where WIOA Title 1-B services are delivered, but staffing positions associated with this RFP are to be primarily anchored in the three Job Center locations.

|  |
| --- |
| **Service Locations (American Job Centers)** |
| Comprehensive American Job Center | Dane County Job Center1819 Aberg AvenueMadison, WI 53713-4221 |
| Affiliate Sites | Workforce Development Center of Jefferson County874 Collins RoadJefferson, WI 53549-1976 |
| Specialized Sites | Sauk County Job Center\*505 Broadway StreetBaraboo, WI 53913-2183 | Oakhill Correctional Institution (OCI)\*\*5212 County Hwy MOregon, WI 53575 |

\*The WDBSCW maintains the lease for the Sauk County Job Center. Proposed budgets will **not** need to account for lease expenses.

\*\*While not accessible to the public, the WDBSCW maintains a working relationship with the Department of Corrections and will continue to support WIOA staff resources and the delivery of itinerant services at this location.

1. **Model - South-Central Wisconsin Workforce System**

The South-Central Wisconsin Workforce System encompasses the organizations and activities that prepare people for employment, help workers advance in their careers, and ensure a skilled workforce. The System requires strong collaboration and partnership amongst the other American Job Center partners: Wisconsin Job Service, Department of Vocational Rehabilitation, Veterans Services, Department of Health Services, Department of Corrections, and the technical college adult basic education activities. Our System extends beyond these core partners to include industry, businesses, and community-based organizations -- whom we recognize as critical players in workforce development.

***Career Pathways Framework***

The sustainability of our regional Workforce System requires partnership and collaboration under a unified framework. Career Pathways, a nationally-recognized framework long adopted by our organization, grounds our South Central Wisconsin Workforce System (See Figure 1). Under this work-and-learn model, our System is responsive to the skill needs of our region’s industries and sectors to ensure economic viability. Workers and job seekers have the flexibility to access essential skill-building and support activities at any point in their career pathway. It’s a formula that supplies business with the talent they need and for workers to develop skills for great careers and attain self-sufficiency.

***WorkSmart Network***The WDBSCW coordinates various funding sources, programs and initiatives under a common

brand, WorkSmart Network. The WorkSmart Network is comprised of contracted service providers

to deliver career, training-related, business and wraparound services to customers within the South- Central Wisconsin Workforce System. The services and strategies delivered by providers within the WorkSmart Network aligns with the Career Pathways framework. This framework aims to engage and support customers’ exploration and pursuit of career advancement using a work-and-learn strategy.

The American Job Centers are the main service delivery locations for the South-Central Wisconsin Workforce Development System. These sites serve as the office locations for the majority of WIOA Title 1-B staff. The Job Centers and South Central Wisconsin Workforce Development System are also supported by community-based partner locations, which compose the WorkSmart Network.

The WDBSCW through its strategic planning discussion also acknowledges the reality that we are currently in unprecedented economic times. Our efforts to engage the workforce, which may include unemployed, underemployed or marginally-employed, will need to continue to evolve. This evolution will require our services strategies to meet the workforce where they are; physically, geographically, and developmentally. This will likely lead us to develop new collaborations, platforms, and delivery schedules. It will be essential for the One-Stop Operator to understand these elements and factors while also being able to build morale and lead initiatives.

### Figure 1. Career Pathways Framework

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## Overview of the Roles of the One-Stop Operator

The One-Stop Operator will provide support to the service locations:

* Dane County Job Center (Comprehensive Job Center)
* Workforce Development Center of Jefferson County (Affiliate Job Center)
* Sauk County Job Center (Specialized Site)
* Oakhill Correctional Institution -OCI (Specialized Site)

***Proposed Services/Roles:***

1. Support the WDBSCW in the management of the South Central Wisconsin American Job Center/One-Stop System Memorandum of Understanding (MOU).
2. Support the WDBSCW in maintaining the certification status for its comprehensive and its affiliate American Job Centers.
3. Implement training or staff development, such as customer services training, cross-training on Partners services or other community services, for the American Job Center staff. Support and utilize the WDBSCW sector partnerships to guide system services and activities.
4. Support the coordination of outreach and recruitment plans for the American Job Center.
5. Support the alignment and expansion of WIOA Youth Program Elements and initiatives with the American Job Center. This would include the Out-of-School and In-School Youth platforms and contractors. *Definition source:* <https://dwd.wisconsin.gov/wioa/policy/10/10.5.htm#sectionThree>
6. Ensure compliance with all state and local policies and procedures related to the American Job Center. Examples include: serve as complaint officer; conduct ADA, Equal Opportunity, and Accessibility compliance reviews; and arrange technical assistance as needed.
7. Implement and oversee technology solutions to manage and support enhanced cooperation and coordination of Core Partner Programs (Activities and Resources).
8. Responsible for coordinating physical space planning, monitoring upkeep, and facilitating adjustments of designated American Job Centers.
9. Support the continuous improvement, integration, and alignment of WDBSCW initiatives.
10. Support the achievement of WIOA performance standards as outlined in the table below. *Definition source:* [*https://dwd.wisconsin.gov/wioa/policy/11/11.5.htm*](https://dwd.wisconsin.gov/wioa/policy/11/11.5.htm)

|  |  |  |  |
| --- | --- | --- | --- |
| **Program Year 2023** **WIOA Title 1-B Program Performance Measures** | **Adult** | **Dislocated Worker** | **Youth** |
| Unsubsidized Employment (or Education) during 2nd Quarter after Exit  | 75% | 81% | 76% |
| Unsubsidized Employment (or Education) during 4th Quarter after Exit | 72% | 79% | 75% |
| Median Earnings 2nd Quarter after Exit | $7,300 | $9,600 | $3,600 |
| Credential Attainment Rate (CAR) | 72% | 70% | 65% |
| Measurable Skills Gains (MSG) | 79% | 74% | 79% |

## Assurances

The selected bidder(s) from this RFP must agree to the provisions outlined in **Attachment A**. The successful bidder(s) through this RFP will be required to sign and agree to additional contractual assurance as part of the contract completion and implementation process.

# SECTION II: Proposal Format

## General Preparation Instructions

The RFP response is divided into sections as follows:

|  |  |  |
| --- | --- | --- |
| **Section** | **Format** | **Evaluation Criteria** |
| 1. Cover Page
 | Form | Pass/Fail |
| 1. Proposal Checklist
 | Form | Pass/Fail |
| 1. Proposal Summary
 | Narrative | Pass/Fail |
| 1. Organizational Experience
 | Narrative | 20 points |
| 1. Evaluation and Continuous Improvement
 | Narrative | 20 points |
| 1. Relationships and Collaborations
 | Narrative | 25 points |
| 1. Outcomes and Indicators
 | Form  | 25 Points |
| 1. Budgets / Costs
 | Form and Narrative | 10 points |
| 1. Compliance Forms
 | Form | Pass/Fail |

The maximum number of points available is 100 points. Sections 1-3 and 9 will be evaluated on a pass/fail basis. Points will be awarded for responses to Sections 4-8. These sections ask the proposer what they will do, how they will do it, how much it will cost, and how qualified they are to successfully carry-out their proposal.

All sections are required to be completed. Refusal to complete all of the sections successfully will eliminate the proposer from consideration.

## Proposal Sections Overview

The narrative section of the proposal should not exceed established page limits. The instructions for each section are provided below. Please repeat the question in your response.

1. *Cover Page* – The cover page is to be completed by the proposing organization or lead applicant if the proposal is from more than one organization. The proposal cover page must be completed, in full, and signed by an agency officer authorized to bind the agency to all commitments made in the proposal. Only one cover page is needed per proposal.
2. *Proposal Checklist* – Please complete this form by placing a checkmark by each item included in your proposal. It is the bidder’s responsibility to make sure that all the required elements and forms are included in the proposal.
3. *Proposal Summary* *– Maximum of 1 page –* Please provide an executive summary of your proposal.
	* Be sure to describe your organization’s experience implementing services relevant to the services described in the RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.
4. *Organizational Experience – Maximum of 1 page –* Please answer the questions in the order listed. This category will evaluate past experience in providing services similar to those being proposed, including the ability to deliver as proposed, attain, track, and report performance. Additionally, this section will be used to evaluate the performance and management capability of the proposing agency(ies).
5. *Evaluation and Continuous Improvement – Maximum 1 page –* Please answer the questions in the order listed. This category will evaluate the bidder’s experience and plans to support the analysis and continuous improvement of service delivery.
6. *Relationships and Collaboration – Maximum of 1 page –* Please answer the questions in the order listed. This category will evaluate how well the bidder has planned to work with the organizations needed to accomplish the proposed work.
7. *Outcomes and Indicators* *–* *Maximum 1 page –* Please utilize the provided logic model template to reflect at least 3 goals to be accomplished. These may include WIOA-specific performance or system service(s) goals. This category will evaluate the bidder’s ability to identify opportunities for improvement, think strategically and articulate strategies to positively impact the system.
8. *Budgets / Costs* – Please utilize the established format. This category will evaluate the cost of the proposal and the degree to which expenditure of funds relates to performance outcomes. Budgets will be reviewed for accuracy, completeness, and competitiveness in comparison to other proposals.
9. *Compliance Forms* – Please certify the statement of compliance through a signature by an agency officer authorized to bind the agency to all commitments made in the proposal.

## Proposal Narrative Response

**Proposal Summary – Provide an executive summary of your proposal. – *(Maximum of 1 page)***In addition to the executive summary narrative, please include: the organization name (if consortium, list collaborators), address, proposal contact, phone, email, and dollar amount requested.

* Be sure to describe your organization’s experience implementing services relevant to the services described in the RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.

**Organizational Experience – 20 Points *(Maximum of 2 pages)***

1. Describe your organization’s experience and/or staff’s experience related to the proposed role of the One-Stop Operator function.
2. Describe your organization’s experience implementing services relevant to the services described in the RFP, including to those who are furthest from resources and opportunities and who face systemic barriers to employment.
3. Describe your organization’s experience in managing various state and/or federal funded/government programs, financial management (including use of acceptable accounting practices and controls).
4. Describe your proposed staffing design and implementation timelines.

**Evaluation and Continuous Improvement – 20 points *(Maximum of 1 pages)***

1. Explain your approach and experience with using continuous improvement practices.
2. How do you plan to conduct, achieve and evaluate continuous improvement within the scope of the proposed roles/services of the One-Stop Operator?

**Relationships and Collaborations – 25 points *(Maximum of 2 pages)***

1. Describe how you envision collaborating with the WDBSCW staff to effectively establish and maintain the role of the One-Stop Operator.
2. What resources or supports will be essential to maximize the effectiveness of the One-Stop Operator?
3. What proven, effective strategies have you used to develop, maintain and support the following partnerships/collaborations:
	* MOU relationship with required partners
	* Community-based organizations
	* Business and industry members

**Outcomes and Indicators – 25 points *(Maximum of 1 page)***

* 1. Using the Logic Model (Attachment G), describe your plan to impact and support the achievement of WIOA and other system-related goals and metrics.
	+ Minimum of three goals or metrics.

**Budget/Cost – 10 Points**

Please complete the Budget Summary (Attachment F) to summarize your total budget. If you are submitting a consortium proposal, please complete the Consortium Budget Summary to articulate the funding directed toward each consortium partner. Please reflect Leveraged Resources which support the proposal design. Please complete a Detail Budget and provide a narrative to explain costs reflected. Please complete a Detail Budget describing the Leveraged Resources. Also complete the Staffing Pattern to articulate the staffing strategy to support the proposal design.

Please be sure to reference 2 CFR part 200 when compiling your budget. Please review the 10% de Minimis and approved indirect cost rate requirements as applicable to your proposal. If you have and are using a Federally Approved Indirect Cost Rate, please acknowledge on your budget document accordingly. You will be required to supply appropriate documentation upon contracting.

#  SECTION III: Submission and Review

## Submission

WDBSCW must receive proposals no later than **3:00 p.m. CDT, April 25, 2023** via email at **procurement@wdbscw.org**. Proposals received after the due date and time will not be considered. Untimely proposals are not eligible for appeal. The applicant is solely responsible for assuring that all required documents are complete, legible, and on time.

## Format Requirements

Clear, thorough, concise, and relevant information and answers are required. If it is necessary to repeat text within the proposal, please do so rather than referring to another section of the proposal. Clarity and completeness are essential. Use specific details to describe activities, tasks, knowledge, skills, abilities, results, and leveraged resources. A journalistic approach of “who, what, when, how, why, and how much” is recommended. Charts may be inserted to communicate information and data as appropriate.

Each proposal must contain all required documents identified and physically adhere to the following:

1. Must be single-spaced in 12-point Times New Roman or Arial font
2. Each page must have a one-inch margin
3. Each page must be single-sided
4. Pages must be sequentially numbered
5. Files must be compatible with Microsoft Word and Excel unless otherwise specified
6. **Proposal Review and Evaluation Process**

**Phase I:** WDBSCW staff will initially evaluate each proposal for acceptability, with emphasis placed on completeness and responsiveness to requisite program criteria. The following minimum criteria will be used to determine which proposals will continue on to Phase II:

* All required services for the program for which they are bidding are addressed;
* All requested information and documentation is included in the application package; and,
* The proposal is submitted in accordance with the RFP.

**Phase II:** Proposals that have met the minimum criteria, as stated above, will then be reviewed by a WDBSCW Review Committee. The Review Committee is composed of WDBSCW Board members and possibly community members who have no fiduciary interest in bidding for any of the WIOA programs.
All WDBSCW staff and Review Committee Members have signed nondisclosure agreements and cannot be lobbied or share any information relating to the procurement review process or submissions.

Proposals will be scored based on evaluation criteria outlined previously in Section II-A. These rankings will be used to identify the strongest proposals. Once the strongest proposals are identified and affirmed by the Review Committee, the proposals will be further discussed and the Review Committee will formulate the recommendation(s) for contracting. **Note: WDBSCW retains the right to request additional information from any applicant, request oral presentations from applicants, or conduct site visits from any applicant before a contract award. Letters of support and/or references are not required and should not be submitted with the RFP documents; however, they may be requested at a later date if necessary.** **If no response adequately addresses the services and outcomes requested, the committee may recommend that no award be made**.

**Phase III:** The recommendations of the Review Committee, if any, will be presented to the WDBSCW Board of Directors for approval and award of contracts. All contract awards will be considered provisional pending receipt of any additional documentation regarding administrative qualifications, any other areas of concern, the successful completion of contract negotiations, and the availability of funds.

## Withdrawals

A submitted application may be withdrawn prior to the application due date. A written request to withdraw the application must be submitted to WDBSCW. If a bidder does not withdraw a proposal by the due date, the proposal becomes the property of WDBSCW and may be subject to public disclosure.

## Disqualification

Proposals containing one or more of the following will not be considered nor subject to appeal:

1. Proposals and any requested information received after the stipulated due date and/or time;
2. Proposals that are incomplete, not containing all required documentation stated;
3. All mandatory certifications not completed and/or submitted;
4. Not printed in 12-point Times New Roman or Arial font;
5. Not have pages sequentially numbered
6. The original proposal lacks an original signature by the applicant’s authorized representative, and/or marked “original”;
7. Facsimiles of proposals;
8. Incomplete or erroneous information, withholding material information, or falsifying information will result in disqualification or subsequent contract termination; and,
9. Inappropriate contact. To avoid actual conflicts, the appearance of conflicts, or undue influence over the process, all prospective applicants, their employees, agents, sub-applicants etc. are prohibited from contacting any WDBSCW member, staff, or other persons identified by WDBSCW regarding this RFP.

## Appeals

Applicants will receive written notice advising them of WDBSCW’s selection from this RFP. Non-selected applicants have the right to file one original appeal.

To appeal, the applicant must submit a letter to the WDBSCW Executive Director within three (3) business days from the date of selection notification. The letter must state that an appeal to the selection is being filed and all specific reasons for that appeal or disqualification must be based on one or more of the following:

* Clear and substantial error or misstated facts upon which the decision was made by WDBSCW,
* Unfair competition or conflict of interest in the decision making process,
* Any illegal or improper act of violation of law, or
* Any other legal basis on grounds that may substantially alter WDBSCW’s decision.

The letter of original appeal must be received within three (3) business days, by 4:30 p.m. CDT, from the date of selection notification via a traceable delivery system that requires signature upon receipt at the address below. Letters of original appeal cannot be submitted via facsimile or electronic mail. The same person that signed the proposal must sign the letter of original appeal.

WDBSCW’s Executive Director will review the original appeal and determine whether or not the appeal meets one of the established criteria. The applicant will receive written notice advising as to whether or not their original appeal has been accepted or rejected within ten (10) calendar days from the appeal date. In the event that the WDBSCW’s Executive Director’s response is not satisfactory to the applicant; one subsequent appeal to the WDBSCW Executive Committee is permitted. This appeal must clearly state why the applicant believes a review is justified and must be submitted in writing within ten (10) calendar days from the date of the Executive Director’s decision to:

 WDBSCW Chair

Re: RFP Subsequent Appeal

WDBSCW

3513 Anderson Street, Suite 104

Madison, WI 53704-2607

The letter of subsequent appeal is required to be sent first via traceable delivery service requiring a signature upon delivery by 4:30 p.m. CDT. The same person that signed the applicant’s submitted proposal and original appeal must sign the letter of subsequent appeal. WDBSCW will schedule the subsequent appeal hearing after consultation with the WDBSCW Executive Director. Decisions by the WDBSCW Executive Committee will be mailed to the applicant and are final. An original or subsequent appeal will not delay the WDBSCW from conducting and concluding contract negotiations with the selected applicant(s).

#  SECTION IV: Resources and Attachments

## Resources

The following is a list of some web resources that may be helpful as you develop your proposal:

|  |  |
| --- | --- |
| **Source** | **Link** |
| Workforce Development Board of South Central Wisconsin | <https://www.wdbscw.org/> |
| Wisconsin Department of Workforce Development - WIOA Resource Page | <https://dwd.wisconsin.gov/wioa/> |
| WIOA Final Rules – Workforce Innovation and Opportunity | <https://www.dol.gov/agencies/eta/wioa/guidance> |
| DWD/DET WIOA Policy and Procedure Guide | <https://dwd.wisconsin.gov/wioa/policy/> |
| (WIOA) Titles I-A and I-B Policy & Procedure Manual - Chapter 12 - File Documentation | <https://dwd.wisconsin.gov/wioa/policy/default.htm> |
| Uniform Guidance | <https://www.ecfr.gov/> |
| WIOA Performance  | <https://www.dol.gov/agencies/eta/performance> |

##  ATTACHMENT A – Provisions and Disclaimers

1. All solicitations are contingent upon availability of funds.
2. This RFP is for 12 months and is renewable at the discretion of the WDBSCW.
3. WDBSCW reserves the right to accept or reject any or all proposals received.
4. WDBSCW reserves the right to waive informalities and minor irregularities in the proposals received.
5. This RFP does not commit WDBSCW to award a contract.
6. This RFP is for WIOA services and other related programs and funding streams which may become available to the WDBSCW during this funding period.
7. WDBSCW may accept any item or group of items of any proposal, unless the proposal qualified its offer by specific limitations.
8. WDBSCW may select a service provider based on its initial proposal received, without discussion of the proposal. Accordingly, each proposal should be submitted on the most favorable terms from a price and technical standpoint that the bidder can submit to WDBSCW.
9. Proposals should follow the format set forth in the RFP Response Package section of the RFP and adhere to the minimum requirements specified therein.
10. WDBSCW retains the right to request additional information from any applicant, request oral presentations from applicants, or conduct site visits from any applicant before a contract award.
11. Letters of support and/or references are not required and should not be submitted with the RFP documents; however, they may be requested at a later date if necessary.
12. No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies under WIOA.
13. All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to the WDBSCW and be subject to disclosure under the Freedom of Information Act, Right to Know Law, or other applicable legislation.
14. The final award and execution of a contract is subject to receipt of WIOA funds, WDBSCW’s satisfactory negotiation of the terms of the contract, and the continued availability of funds.
15. Any changes to the WIOA program, performance measures, funding level, or WDBSCW direction may result in a change in contracting. In such instances, WDBSCW shall not be liable for any damage arising from this Request for Proposals package or subsequent contract.
16. Proposals submitted for funding consideration must be consistent with, and if funded, operated according to, the federal WIOA legislation, all applicable federal regulations, State of Wisconsin policies, and WDBSCW policies and procedures.
17. Bidders selected for funding must also ensure compliance with the following, as applicable: US Department of Labor (DOL) regulations 2 CFR Part 200, 2 CFR Part 2900: DOL Exceptions to 2 CFR Part 200, 48 CFR Part 31, 29 CFR Part 93, 37 and 98, 20 CFR Part 652 et al.
18. Bidders will be expected to adhere to WDBSCW procedures to collect, verify, and submit required data and submit monthly invoices to WDBSCW.
19. Additional funds received by WDBSCW may be contracted by expanding existing programs or by consideration of proposals not initially funded under this RFP. These decisions shall be at the sole discretion of WDBSCW.
20. WDBSCW may decide not to fund part or all of a proposal even though it is found to be in the competitive range if, in the opinion of WDBSCW, the services proposed are not needed, or the costs are higher than WDBSCW finds reasonable in relation to the overall funds available, or if past management concerns lead WDBSCW to believe that the bidder has undertaken more services than it can reasonably provide.
21. WDBSCW has a right to fund a lower-ranked proposal over a higher-ranked proposal because of valid policy considerations, including but not limited to, organizational experience, geographical considerations, leveraging of outside resources, and target populations.
22. Any proposal approved for funding is contingent on the results of a pre-award site visit that may be conducted by WDBSCW staff. This site visit will establish, to WDBSCW's satisfaction, whether the bidder is capable of conducting and carrying out the provisions of the proposed contract. If the results of the site visit indicate, in the opinion of WDBSCW, that the bidder may not be able to fulfill contract expectations, WDBSCW reserves the right not to enter into contract with the organization, regardless of WDBSCW approval of the bidder’s proposal.
23. WDBSCW is required to abide by all WIOA legislation and regulations. Therefore, WDBSCW reserves the right to modify or alter the requirements and standards set forth in this RFP based on program requirements mandated by state or federal agencies.
24. All contractors must ensure compliance with the State of Wisconsin Department of Workforce Development (DWD)’s Civil Rights Compliance plan and expectations, and provide equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any WIOA-funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief.
25. All contractors must ensure access to individuals with disabilities pursuant to the Americans with Disabilities Act.
26. Bidders selected for funding must ensure equitable access to clients with limited English speaking, reading, or writing ability and upon contracting will need to identify a Limited English Proficiency (LEP) coordinator as part of the Civil Rights Compliance planning.
27. Contractors must accept liability for all aspects of the WIOA program conducted under contract with WDBSCW. Bidders will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted.
28. Contractors must have an established grievance and complaint process and procedure to address any participant concerns, complaints, or grievances. Any such complaints or grievances must be documented and addressed (and resolved if possible) prior to the engagement of the WDBSCW complaint and grievance process.
29. Reductions in the funding level of any contract resulting from this solicitation process may be considered during the contract period when a bidder fails to meet expenditure, participant, and/or outcome goals specified in the contract or when anticipated funding is not forthcoming from the federal or state governments.
30. Contractors will allow local, state, and federal representatives access to all related records, program materials, staff, and participants. In addition, bidders are required to maintain all contract-related records for the period required by State of Wisconsin DWD record retention requirements, beginning on the last day of the program year.
31. The contract award will not be final until WDBSCW and the successful bidder have executed a mutually-satisfactory contractual agreement. WDBSCW reserves the right to make an award without further discussion of the proposal submitted. No program activity may begin prior to final WDBSCW approval of the award and execution of a contractual agreement between the successful bidder and WDBSCW.
32. Contracts will be cost reimbursement only. Developed budgets shall define anticipated costs associated with the delivery of the proposed service plan.
33. WDBSCW reserves the right to cancel an award immediately if new state or federal regulations or policy makes it necessary to change the program purpose or content substantially, or to prohibit such a program.
34. WDBSCW reserves the right to determine both the number and the funding levels of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process. Bids submitted which are over the maximum amount of funds specified for this RFP will be rejected.
35. The submission of the proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged to any other individual for the same services performed by the bidder.
36. WDBSCW reserves the right to reject any or all proposals received and to negotiate with any and all bidders on modifications to proposals.
37. Each party shall be responsible for the negligence of its own employees or agents in the performance of this contract. All successful bidders shall provide a certificate of liability insurance, providing commercial general liability coverage in the amount of $1,000,000.00 for each occurrence, automobile liability, workers compensation and professional liability insurance, if applicable. The contractor will provide a certificate of insurance satisfactory to WDBSCW.
38. Applicants are advised that most documents in the possession of WDBSCW are considered public records and subject to disclosure.

## ATTACHMENT B – Proposal Cover Page

**Workforce Innovation and Opportunity Act (WIOA)**

**ONE-STOP OPERATOR**

Submission Date:

Organization Name:

(If consortium list collaborators):

Address:

Proposal Contact:

Phone:

Email:

Website:

Dollar Amount Requested:

**Request Summary:**

I hereby declare that the information provided in this RFP response is accurate, valid and a full disclosure of requested information. I am fully authorized to represent the organization(s) listed above and act on behalf of in all matters relating to the RFP. Additionally, I will comply with all RFP provisions and associated contract assurances upon successful award.

Proposal Contact Signature: Date:

**For WDBSCW Internal Use Only**

## ATTACHMENT C – Proposal Checklist

It is the bidder’s responsibility to make sure that all required elements and forms are included in the proposal. Proposals that do not include the required elements and forms are subject to disqualification.
If you have questions about the requirements or feel that special circumstances apply to your proposal, please submit a question in writing to WDBSCW to be answered on our website.

Before submitting your proposal, checkmark the following:

* Submit the *Letter of Intent to Apply*
* Proposal Response Package Requirements:
* Proposal Cover Page
* Proposal Checklist
* Proposal Summary
* Organizational Experience
* Evaluation and Continuous Improvement
* Relationships and Collaboration
* Outcomes and Indicators
* Budget / Cost
* Budget Summary
* Consortium Budget Summary (If Applicable)
* Budget Detail
* Leveraged Detail
* Staffing Pattern
* Statement of Compliance Form
* Equal Opportunity Nondiscrimination Assurance and Affirmative Action Plan Requirements Compliance Form
* One copy each of the last two years’ audited financial statements

**Note:** Letters of support and/or references are not required and should not be submitted with the RFP documents; however, they may be requested at a later date if necessary

##  ATTACHMENT D – Statement of Compliance

As the authorized signatory official for:

(Submitting / Lead Organization)

I hereby certify:

1. That the above-named proposer is legally authorized to submit this application requesting funding under WIOA Title 1-B procurement.
2. That the above-named proposer does hereby agree to execute all work related to this application in accordance with the Workforce Innovation and Opportunity Act, U.S. Department of Labor, State of Wisconsin Department of Workforce Development Division of Employment and Training, Workforce Development Board of South Central Wisconsin (WDBSCW) policies and guidelines, and other administrative requirements issued by the State of Wisconsin Department of Workforce Development or governing authority. The vendor shall notify the WDBSCW within 30 calendar days after issuance of any amended directives if it cannot so comply with the amendments; and,
3. That the above-named proposer will ensure special efforts to prevent fraud and other program abuses, such as but not limited to, deceitful practices, intentional misconduct, willful misrepresentation, and improper conduct which may or may not be fraudulent in nature; and,
4. That the contents of the application are truthful and accurate and the above-named proposer agrees to comply with the provisions and policies stated in this application and that this application represents a firm request subject only to mutually agreeable negotiations; and that the above-named proposer is in agreement that the WDBSCW reserves the right to accept or reject any proposal for funding; and that the above-named proposer has not been debarred or suspended from receiving federal grants, contracts, or assistance; and that the above-named proposer waives any right to claims against the members or staff of the WDBSCW.

Authorized Representative Signature:

Authorized Representative Name:

Authorized Representative Title:

Date:

## ATTACHMENT E – Equal Opportunity Nondiscrimination Assurance and Affirmative Action Plan Requirements Compliance

Bidders and successful Contractors must, as a condition of receiving Federal assistance, acknowledge and agree to comply with (these requirements apply to any other sub-grantee, subcontractor, successors, transferees, and assignees that is extended Federal assistance under this subcontract), applicable provisions of national laws and policies prohibiting discrimination, including but not limited to:

* Title VI of the Civil Rights Act of 1964, as amended, prohibits discrimination on the basis of race, color, or national origin (42 U.S.C. 200d et seq.), [as implemented by the Department of Labor (DOL), 29 CFR Part §31.

As clarified by Executive Order 13166-Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination on the basis of Limited English Proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access and equal opportunity to your program in accordance with DOL Enforcement of Title VI of the Civil Rights Act of 1964 Federal Register Vol. 68, No. 103. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. You are encouraged to consider the need for language services for LEP persons served or encountered both in developing your budgets and in conducting your programs and activities. For assistance and information regarding LEP obligations, go to <http://www.lep.gov>;

* Title IX of the Education Amendments of 1972 as amended, prohibits discrimination on the basis of sex in education programs or activities (20 U.S.C. 168 et seq.), as implemented by DOL 29 CFR Part §36;
* The Age Discrimination Act of 1975, as amended, prohibits discrimination on the basis of age (42 U.S.C. 6101) as implemented by DOL 29 CFR Part §35;
* Section 504 of the Rehabilitation Act of 1972, as amended, prohibits discrimination on the basis of disability (29 U.S.C. 794) as implemented by DOL 29 CFR Part §32;
* Title VII of the Civil Rights Act of 1964, prohibits discrimination on the basis of race, color, religion, national origin, or sex (including gender identity, sexual orientation and pregnancy), protection is afforded to individuals due to retaliation for having filed a complaint of discrimination.
* The Age Discrimination Act of 1967 (ADEA)
* The Genetic Information Nondiscrimination Act of 2008 (GINA), prohibits discrimination on the basis of genetic information with respect to health insurance and employment.
* The Equal Pay Act of 1963 (EPA), makes it illegal to pay different wages to men and women if they perform equal work in the same workplace and retaliation against persons because the person complained
* Title I, II, and III of the American with Disability Act of 1990, which prohibits discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain entities conducting testing (42 U.S.C. §§ 12131 – 12189), as implemented by the Department of Justice regulations at 28 C.F.R. Part 35 and 36.

The successful bidder/contractor acknowledges and agrees that it must comply and require any sub-grantees, sub-contractors, successors, transferees, and/or assignees to also comply with all applicable provisions governing **Workforce Development Board of South Central Wisconsin** and allow DWD-DET and DOL access to records, accounts, documents, information, facilities, and staff as follows:

* The Bidder/Contractor must cooperate with any compliance review or complaint investigation conducted by WDBSCW or DWD-DET.
* The Bidder/Contractor must give the WDBSCW, DWD-DET, and/or DOL access to and the right to examine and copy records, accounts, and other documents and sources of information related to the grant. Must also permit access to facilities, personnel, and other individuals and information as may be necessary, as required under DOL provisions at 29 CFR Part §31.5 (c), 29 CFR Part §32.44 (c), and 29 CFR Part §38.40.
* The Bidder/Contractor must keep such records and submit to the responsible Department official or designee timely, complete, and accurate compliance reports at such times, and in such form and containing such information, as the responsible Department official or his designee may determine to be necessary to ascertain whether the Bidder/Contractor has complied or are complying with relevant obligations.
* The Bidder/Contractor must comply with all other reporting, data, collection, and evaluation requirements, as prescribed by law or detailed in program guidance.
* If, during the past three years, the Bidder/Contractor has been accused of discrimination on the basis of race, color, national origin (including LEP), sex (include gender identity, gender expressions, and sex stereotyping, and on the basis of the student’s pregnancy, childbirth, false pregnancy, termination of pregnancy or recovery therefrom), age, disability, religion, or family status, against the Bidder/Contractor, or the Bidder/Contractor settled a case or matter alleging such discrimination, you must provide a list of such proceedings, pending or completed, including outcome and copies of settlement agreements.
* In the event any court or administrative agency rules there is a finding of discrimination on the basis of race, color, national origin, (including LEP), sex (include gender identity, gender expressions, and sex stereotyping, and on the basis of the student’s pregnancy, childbirth, false pregnancy, termination of pregnancy or recovery therefrom), age, disability, religion, familial status, against the Bidder/Contractor or the Bidder/Contractor settle a case or matter alleging such discrimination, you must forward a copy of the complaint and findings to **Workforce Development Board of South Central Wisconsin (EO Officer or Executive Director)**.

The WDBSCW, the Department of Workforce Development, Division of Employment and Training and the United States Department of Labor have the right to seek judicial enforcement of these obligations.

The Bidder/Contractor also acknowledges and agrees that it must comply with (and requires any sub-grantees, sub-contractors, successors, transferees, and assignees to comply) with applicable provisions of Section 188 of WIOA nondiscrimination policy requirements and regulations at 29 CFR Part §38.

Under penalty of perjury, the undersigned officials certify that they have read and understand their obligations as herein described, that the information submitted in conjunction with this RFP document is accurate and complete, and that the Bidder/Contractor is, or will come into, compliance with the nondiscrimination requirements set forth above.

Submitting / Lead Organization Name:

Authorized Representative Signature:

Authorized Representative Name:

Authorized Representative Title:

Date:

## Budget Forms

**Workforce Development Board of South Central Wisconsin - Effective: 7/1/2023 - 6/30/2024**

|  |  |  |
| --- | --- | --- |
| **Proposing Agency** | **Total WIOA Request** | **Leveraged Resources** |
| **Staff Salaries**  | $ -  |   |
| **Staff Fringe Benefits**  | $ -  |   |
| **Staff Total Salary + Fringe**  |  **$ -**  |  **$ -**  |
|  |   |   |
| **Non-Personnel:** |   |   |
| Audit and Accounting  | $ -  |   |
| Communication  | $ -  |   |
| Rent | $ -  |   |
| Facilities  | $ -  |   |
| Supplies  | $ -  |   |
| Staff Travel | $ -  |   |
| Staff Training \* | $ -  |   |
| Equipment (Single Item Cost >$5,000)\* | $ -  |   |
| Contracted Services  | $ -  |   |
| Equipment Lease/Maintenance  | $ -  |   |
| Indirect Costs | $ -  |   |
| Other: (specify) | $ -  |   |
| Other: (specify) | $ -  |   |
| Other: (specify) | $ -  |   |
| **Total Non-Personnel**  |  **$ -**  |  **$ -**  |
| **Grand Total**  |  **$ -**  |  **$ -**  |
| \* Items require pre-approval before expenditure |  |  |
| **Please complete based on above budget** |  |  |
| **Fringe Rate:** |  |  |
| **Non-Personnel Rate:** |  |  |  |
|  |  |  |  |
| **If Applicable** (documentation will be required upon contracting) |  |  |
| **Federally Approved Indirect Cost Rate** |   |  |  |

## Budget Forms

## Workforce Development Board of South Central Wisconsin - Effective: 7/1/2023 - 6/30/2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Partner** | **Partner** | **Total WIOA Request** | **Leveraged Resources** |
|   |   |   |   |   |
| **Staff Salaries**  |   |   |  $ -  |  $ -  |
| **Staff Fringe Benefits**  |   |   |  $ -  |  $ -  |
| **Staff Total Salary + Fringe**  |  **$ -**  |  **$ -**  |  **$ -**  |  **$ -**  |
|  |   |   |   |   |
| **Non-Personnel:** |   |   |   |   |
| Audit and Accounting  |   |   |  $ -  |  $ -  |
| Communication  |   |   |  $ -  |  $ -  |
| Rent |   |   |  $ -  |  $ -  |
| Facilities  |   |   |  $ -  |  $ -  |
| Supplies  |   |   |  $ -  |  $ -  |
| Staff Travel |   |   |  $ -  |  $ -  |
| Staff Training \* |   |   |  $ -  |  $ -  |
| Equipment (Single Item Cost >$5,000)\* |   |   |  $ -  |  $ -  |
| Contracted Services  |   |   |  $ -  |  $ -  |
| Equipment Lease/Maintenance  |   |   |  $ -  |  $ -  |
| Indirect Costs |   |   |  $ -  |  $ -  |
| Other: (specify) |   |   |  $ -  |  $ -  |
| Other: (specify) |   |   |  $ -  |  $ -  |
| Other: (specify) |   |   |  $ -  |  $ -  |
|   |   |   |   |   |
| **Total Non-Personnel**  |  **$ -**  |  **$ -**  |  $ -  |  **$ -**  |
| **Grand Total**  |  **$ -**  |  **$ -**  |  $ -  |  **$ -**  |
|  |  |  |  |  |
| **Please complete based on above budget** |  |  |  |
| **Fringe Rate:** |  |  |  |  |
| **Non-Personnel Rate:** |  |  |  |  |

**Program Budget Detail**

|  |
| --- |
| Workforce Development Board of South Central Wisconsin - Effective: 7/1/2023 - 6/30/2024 |
|  | **WIOA Request** | **Detail / Description** |
|   |   |   |
| **Staff Salaries**  |  $ -  |   |
| **Staff Fringe Benefits**  |  $ -  |   |
| **Staff Total Salary + Fringe**  |  **$ -**  |   |
|  |   |   |
| **Non-Personnel:** |   |   |
| Audit and Accounting  |  $ -  |   |
| Communication  |  $ -  |   |
| Rent |  $ -  |   |
| Facilities  |  $ -  |   |
| Supplies  |  $ -  |   |
| Staff Travel |  $ -  |   |
| Staff Training \* |  $ -  |   |
| Equipment (Single Item Cost >$5,000)\* |  $ -  |   |
| Contracted Services  |  $ -  |   |
| Equipment Lease/Maintenance  |  $ -  |   |
| Indirect Costs |  $ -  |   |
| Other: (specify) |  $ -  |   |
| Other: (specify) |  $ -  |   |
| Other: (specify) |  $ -  |   |
|   |   |   |
| **Total Non-Personnel**  |  **$ -**  |   |
| **Grand Total**  |  **$ -**  |   |

|  |  |  |
| --- | --- | --- |
| **Leveraged Budget Detail** |  |  |
| Workforce Development Board of South Central Wisconsin - Effective: 7/1/2023 - 6/30/2024 |
|  | **Leveraged** | **Detail / Description** |
|   |   |   |
| **Staff Salaries**  |  $ -  |   |
| **Staff Fringe Benefits**  |  $ -  |   |
| **Staff Total Salary + Fringe**  |  $ -  |  -  |
|  |   |   |
| **Non-Personnel:** |   |   |
| Audit and Accounting  |  $ -  |   |
| Communication  |  $ -  |   |
| Rent |  $ -  |   |
| Facilities  |  $ -  |   |
| Supplies  |  $ -  |   |
| Staff Travel |  $ -  |   |
| Staff Training \* |  $ -  |   |
| Equipment (Single Item Cost >$5,000)\* |  $ -  |   |
| Contracted Services  |  $ -  |   |
| Equipment Lease/Maintenance  |  $ -  |   |
| Indirect Costs |  $ -  |   |
| Other: (specify) |  $ -  |   |
| Other: (specify) |  $ -  |   |
| Other: (specify) |  $ -  |   |
|   |   |   |
| **Total Non-Personnel**  |  $ -  |   |
| **Grand Total**  |  $ -  |   |
|  |  |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Staffing Pattern** |  |  |  |  |  |  |  |  |
| Workforce Development Board of South Central Wisconsin - Effective: 7/1/2023 - 6/30/2024 |
| **Position** | **Location** | **Monthly Salary / Wages** |  | **Percent Charged** |  | **Number of Months** |  | **Total** |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   | X |   | X |   | = | 0.00 |
|   |   |   |   | **Staffing Total** | = | $0.00  |

| **Goal**  | **Resources** | **Action Plan** | **Measures of Success** |
| --- | --- | --- | --- |
| *What are you trying to achieve?* | *In order to carry out the set of activities we will need the following:* | *What are your planned activities or processes to achieve the goal?* | *How will you measure success?* |
|  |  |  |  |