

Part One: About the RFP

Section One: General Information

1. Introduction

1.1 Purpose

The purpose of this Request for Proposals (RFP) is to solicit proposals to the Department of Children and Families (DCF) to select agencies to administer Wisconsin Works (W-2) and Related Programs in Wisconsin.

Four types of agencies are solicited in this RFP:

- Balance of State (BOS) W-2 Agencies;
- Milwaukee W-2 Eligibility and Assessment Agency;
- Milwaukee W-2 Employment Agencies; and
- Milwaukee Supplemental Security Income (SSI)/Social Security Disability Insurance (SSDI) Advocacy Agency

In this RFP, these four types of agencies are collectively referred to as W-2 Contract Agencies.

W-2 and Related Programs include W-2, Job Access Loans (JALs), Refugee Cash Assistance (RCA), Refugee Medical Assistance (RMA), Emergency Assistance (EA), Child Care eligibility and the optional programs of Children First and Contracted Child Care.

Any changes to this RFP, including items that are pending in the Wisconsin Biennial Budget Act, will be issued in an addendum to this RFP.

1.2 W-2 Overview

W-2, from its inception, has been designed to assist with connecting eligible parents to the workforce. The past 12 years of program implementation have reinforced the importance of connecting parents to employment and providing the necessary on-going supports to keep parents working and make work pay.

W-2 Contract Agencies should provide high quality services using the following basic assumptions .

- **Work is the best way for parents to support their families.** Getting a job is the first step in the process of achieving economic stability. W-2 assists parents with preparing for, finding and maintaining consistent employment. W-2 also works with parents who are unable to work due to a disability by assisting these parents with navigating the Supplemental Security Income and Social Security Disability Insurance application process.
- **Family income should improve when parents work.** W-2's goal is to have parents get the best possible job. W-2 also helps parents access work supports (e.g. Earned Income Tax Credit [EITC], FoodShare [FS], BadgerCare [BC], Child Support [CS] and Wisconsin Shares Child Care) that will support keeping them employed.

- **Consistent work is essential for parents to achieve economic stability.** W-2 commits to working with parents before and after they find a job. W-2 supports job retention and advancement in a variety of ways because individual progress toward independence and prosperity is a process. W-2 connects interested parents to needed education and training either before or after gaining employment, in order to help them move forward to better employment.
- **W-2 participants are parents as well as job seekers.** Working parents have multiple family and work obligations. W-2 works with parents to identify strategies to enable them to balance work and family. W-2 also assists parents who are connected to other programs or supports integrate those activities with the family's service plans.
- **Eligible parents must be willing to participate in exchange for W-2 benefits.** Parents across the state have access to individualized quality services. Parents, for their part, must participate to the best of their abilities.
- **Families benefit from participating in W-2.** W-2 assists parents with identifying their goals and locating needed resources. During each interaction, W-2 works to ensure parents understand their choices and the resulting consequences. This approach empowers parents to make informed decisions that strengthen their family. W-2 works with both custodial parents in a two-parent family and extends services to non-custodial parents when appropriate.
- **W-2 matches the needs of working parents with the needs of local employers.** W-2 agencies operate cooperatively within the larger community. W-2 objectives are best achieved by understanding the needs of local employers and matching that need with the skills and interests of W-2 participants..

The focus of this RFP is on:

- Helping applicants and participants obtain employment;
- Making sure that employment is the best job (both in pay and in benefits) the parent can find;
- Helping parents keep consistent employment and advance in the workforce; and
- Providing assistance in obtaining SSI/SSDI for those participants with multiple and severe barriers to employment

All of these services require providing individualized case management.

The Department expects organizations selected through this RFP to provide services that are strengths-based, family-centered and consistent with parents' interests and goals. The agency must also focus on ensuring that parents work cooperatively with W-2 Contract Agency staff to participate in assigned activities. This focus will identify and build on the strengths and skills of parents and families and ensure agency and parent accountability that result in successful outcomes for families. All services must be provided in a culturally and linguistically competent manner and be

accessible for qualified refugees, former refugees and others with limited English proficiency.

Improved Outcomes for all W-2 Agencies:

- Updated performance standards focusing on successful outcomes for participants;
- New rating scale for performance standards which encourages agencies to meet and exceed performance benchmarks;
- The ability to use performance standards ratings obtained in the 2010-2011 Contract as additional points in the agency's 2012 W-2 proposal;
- New Incentive Pool with additional program funding for any agency that meets or exceeds identified performance standards;
- Increased emphasis on efficient provision of services through the encouragement of the expansion of consortia for balance of state geographic areas with few W-2 paid and unpaid participants; and
- The ability to have balance of state consortia for the 2010-2011 Contract cross Workforce Development Areas
- Child Care eligibility will remain as a related program however, there will be a separate allocation for Balance of State Agencies. In Milwaukee, child care eligibility funding will be contracted directly to the Department of Health Services.

Milwaukee Programming:

- Increased focus on eligibility determination and assessments with the creation of one independent countywide W-2 Eligibility and Assessment Agency;
- Continued focus on employment as the goal for all W-2 participants, except those applying for SSI/SSDI, through at least three and up to five W-2 Employment Agencies;
- Continued focus on expeditiously assisting people who are likely eligible for SSI/SSDI benefits through one specialized countywide SSI/SSDI Advocacy Agency;
- Expansion of participant choice by allowing parents to choose which W-2 Employment Agency they work with; and
- Improved continuum of individualized employment and training services to W-2 participants by requiring that the Milwaukee W-2 Employment Agencies and the SSI/SSDI Advocacy Agency create an internal preferred provider network of diverse and culturally and linguistically sensitive community and faith-based organizations that can provide a continuum of individualized employment and training services to W-2 participants

1.3 Service Integration, Coordination and Cooperation

W-2 Contract Agencies must coordinate with each other to ensure quality services to applicants and participants (see Part One, Section Two for specifics on how the Milwaukee W-2 Contract Agencies are required to work together).

To meet each family's needs, the Department also requires each W-2 Contract Agency to integrate services through coordination and cooperation with the public workforce system, the child welfare system, and with other workforce support service providers.

Service integration is intended to ensure that W-2 Contract Agencies and other service providers are working together with families to identify services and develop plans that are consistent and that move the family toward economic stability. This may be accomplished through a variety of co-case management strategies with families involved in multiple programs.

1.3.1 Service Integration and the Public Workforce System

The W-2 Contract Agency is required to co-locate W-2 employment and training services and staff in a Job Center when a Comprehensive Job Center exists within the W-2 service delivery area (and when co-location is not cost prohibitive to the W-2 Contract Agency). When co-location is not possible, the W-2 Contract Agency is required to be connected to the Job Center system through its affiliated sites.

The Department requires the contract agency to demonstrate integration of services with:

- a) The Job Center system.
- b) Employment and Training Services, such as:
 - Job Service programs;
 - FoodShare Employment and Training (FSET) programs;
 - Refugee Employment and Training providers, and other services provided by Voluntary Resettlement Agencies (VOLAG) and Mutual Assistance Associations (MAA);
 - Workforce Development Boards and services provided through the Workforce Investment Act (WIA) Programs, including Youth, Adult and Dislocated Work Programs;
 - Adult literacy providers;
 - Adult job training administered by the Technical Colleges;
 - Regional Industry Skills Education (RISE) Partnership for Wisconsin;
 - Vocational rehabilitation administered by the Department of Workforce Development's Division of Vocational Rehabilitation (DVR);
 - Veteran's Employment and Training;
 - Job Center Employer Relations Teams;

- Community Action Program (CAP) Agencies; and
- Other local and regional business associations, community based organizations, and economic development programs

1.3.2 Service Integration with Other Workforce Support Service Providers

The Department requires W-2 Contract Agencies to coordinate delivery of W-2 and Related Programs and demonstrate integrated services with other workforce support service providers including:

- a) County/Tribal administered programs:
 - FoodShare;
 - BadgerCare Plus and Medicaid;
 - Child Support; and
 - Child Care administration
- b) Community Action Program (CAP) Agencies.
- c) Refugee Employment and Training programs, such as Voluntary Resettlement Agencies, and Mutual Assistance Associations (MAA) that provide job readiness and post employment services.
- d) Other workforce support services that provide additional support focused on ensuring success in the workforce:
 - Federal EITC and Wisconsin Earned Income Credit programs;
 - Adult literacy services;
 - Transportation services;
 - Housing services;
 - Domestic violence services;
 - Mental Health services, including refugee mental health programs;
 - AODA services;
 - Emergency services; and
 - Other services including volunteer organizations

1.3.3 Service Integration and Child Welfare Services

The Department requires W-2 Contract Agencies to coordinate delivery of W-2 and Related Programs and demonstrate integration of services with the local Child Welfare Agency and any local child abuse and neglect prevention services. Coordination of services with the local Child Welfare Agency must be provided for families currently receiving services from both programs and families who have received services from both programs during the past three months. For families receiving services from both programs in the past three months, service receipt need not be simultaneous.

Coordinating/integrating services with child welfare includes but is not limited to:

- Identifying joint cases;
- Integrating services so that the W-2 Employability Plan is consistent, whenever possible, with the Child Welfare service plan;
- Participating in coordinated service team meetings; and
- Sharing relevant assessment and other information, providing joint assessments and planning, and participating in coordinated referrals to service providers for alcohol and other drug abuse (AODA), mental health and other services

1.4 **W-2 and Related Programs Policies and Procedures**

This RFP, the W-2 and Related Programs Contracts (hereinafter referred to as the Contract), and the Department's policies and procedures define the program requirements.

The Department's policies and procedures for W-2 and Related Programs can be accessed through the following web links:

[Wisconsin Statutes](#)

[Wisconsin Administrative Code](#)

W-2 Program Manual at:

<http://dcf.wisconsin.gov/w2/manual/default.htm>

W-2 Administrative (Policy) Memos at:

<http://dcf.wisconsin.gov/memos/dfes/default.htm>

W-2 Operations (Policy) Memos at:

<http://dhs.wisconsin.gov/em/ops-memos/index.htm>

These policies are subject to change based on passage of the State Biennial Budget.

A copy of the 2006-2009 W-2 and Related Programs Contract is provided as Appendix G for your reference.

The Department of Health Services (DHS) administers Medicaid and FoodShare. Please refer to DHS for information relating to those programs.

In accordance with Wisconsin's combined application processing system for W-2, FoodShare, Medicaid and Child Care, the W-2 Contract Agencies must provide applicants the opportunity to initiate the application process for Medicaid and FoodShare in order to establish an application filing date.

The Department's financial policies for contracts and grants can be found at http://dcf.wisconsin.gov/contractsgrants/financial_policies/default.htm.

The civil rights requirements for contracts and grants can be found at http://dcf.wisconsin.gov/civil_rights/default.htm.

2. Responding to the RFP

The following information is provided to assist entities in preparing a response to this RFP.

2.1 Length of Contract

The duration of this W-2 and Related Programs Contract under this RFP is for a two (2) year period. The Contract Period is January 1, 2010, through December 31, 2011, and is referred to in this RFP as the 2010-11 W-2 Contract.

2.2 Funding Availability

Funding is provided by the Legislature for the two (2) year contract period. Information on funding allocations for the 2010-11 W-2 Contract is contained in Appendix A of this RFP. Funding for Child Care eligibility is not included in the W-2 Base Allocation. There is a separate allocation for Child Care eligibility. These allocations reflect preliminary funding levels and are subject to change based on passage of the State Biennial Budget.

2.3 Incentive Pool

The Incentive Pool is a Services Allocation funding stream separate from the W-2 Contract Agency base allocations. Balance of State Agencies and the Milwaukee W-2 Employment Agencies are eligible to earn Incentive Pool allocations. The Incentive Pool will contain a minimum of \$1,000,000. This funding will be awarded as budget authority in three independent allocations for W-2 Contract Agency performance during the following time periods:

- January 1, 2010 through June 30, 2010
- January 1, 2010 through December 31, 2010
- January 1, 2011 through June 30, 2011

The total Incentive Pool funding will be split equally among those three time periods. If for example the Incentive Pool is \$1,000,000, a maximum of \$333,333 will be allocated to eligible W-2 Contract Agencies for each of the three time periods.

The Incentive Pool funding will be allocated based on performance data from these time periods for the following two Required Performance Standards:

- Job Entry
- Earnings Stabilization

Eligible W-2 Contract Agencies that meet the “satisfactory” or the “exceed” measurement for one or both of these standards are eligible for Incentive Pool funding.

The total Incentive Pool funds will be divided among all Agencies that qualify using a formula based on each qualifying W-2 Contract Agency’s proportion of the total W-2 Services allocation for all qualifying agencies and whether the agency achieved the “satisfactory” level or the “exceed” level for each standard. W-2 Contract Agencies that exceed the standard will be

awarded three times more Incentive Pool Funding than they would be eligible for if that Agency met the satisfactory level.

No agency will be eligible for more than 1/3rd of their base allocation for W-2 Services for the relevant time period. Incentive Pool earnings must be reinvested in the W-2 program during the 2010-2011 contract period.

2.4 Performance Standards

The Department has established Performance Standards for each W-2 Contract Agency type. W-2 Contract Agencies are required to meet the established Performance Standards for their agency type. The Performance Standards and related information can be found in Appendix B of this RFP.

The Performance Standards for the 2010-2011 Contract uses a rating scale which classifies W-2 Contract Agency performance into the following categories: exceed, satisfactory, needs improvement, and fail.

Performance Standards will not be used to establish Right of First Selection for the 2012 W-2 and Related Programs Contract. Rather, W-2 Contract Agencies will have the ability to use performance standards ratings earned in the 2010-2011 Contract as additional points in the agency's 2012 W-2 proposal.

2.5 W-2 Geographic Areas

Except for federally recognized American Indian reservations and Milwaukee County, each W-2 Contract Agency's geographic area must include one or more counties.

Milwaukee County will have five W-2 geographic areas. A map of the Milwaukee Regions can be found in Appendix C of this RFP.

2.6 W-2 Geographic Areas Open for Competition under this RFP

This RFP covers all geographic areas for which proposer agencies may submit competitive proposals. See Appendix D of this RFP for the geographic areas that are open for competition.

Information will be provided during the RFP process identifying additional W-2 geographic areas available for competition under this RFP.

2.7 Right of First Selection (RFS)

Appendix D of this RFP identifies the existing W-2 Contract Agencies that earned Right of First Selection (RFS) for the 2010-2011 W-2 and Related Programs Contract based on their performance in the 2006-2009 Contract. These agencies do not have to compete for the geographic area(s) for which RFS was earned.

Due to significant changes to the Milwaukee W-2 Service Delivery structure included in this RFP the Department can not award RFS to any agency in Milwaukee. (49.143)

To be awarded a 2010-11 W-2 and Related Programs Contract, RFS W-2 Contract Agencies must respond to the Department's recontracting instructions with an RFS W-2 and Related Programs Plan which is determined to be acceptable by the Department (see Part One, Section One

2.8.3 for information on RFS agencies and consortia). The Department will issue the recontracting instructions in a DFES Administrator's Memo, which will be posted on the Department's web site by the date in the Anticipated Timetable (see Part One, Section One, 3, Anticipated Timetable).

The Department will not continue the RFS process for the 2012 Contract.

2.7.1 Letter of Intent to Recontract or Relinquish RFS by RFS Agencies

The Department will notify W-2 Contract Agencies in writing as to whether they've earned the right to recontract through RFS. Agencies will then be required to inform the Department, in writing, whether they intend to recontract or relinquish their contract for the 2010-11 contract period.

The Agency may either submit their Letter of Intent on their own official letterhead or use the form provided by the Department with the RFS notice. The letter or form must be signed by the W-2 Contract Agency's authorized representative and sent to Susan Longfield (see address information on the page immediately following the cover page) by July 3, 2009.

In the event that one or more agencies relinquish their RFS, Appendix D of this RFP will be updated to add geographic areas open for competition.

2.8 Who May Apply

2.8.1 Legal Eligible Entities

Entities eligible to submit proposals under this RFP are agencies with the capacity to effectively administer W-2 and Related Programs, and include but are not limited to:

- a) Government agencies;
- b) Private, not-for-profit entities;
- c) Private, for-profit entities;
- d) Tribal governing bodies; and
- e) Consortia with one of the above as the Lead Agency

With the exception of government agencies and tribal governing bodies, Proposer Agencies selected to be W-2 Contract Agencies must be duly incorporated and registered under Wisconsin Statutes. If a Proposer Agency which is not a government agency or tribal governing body is not incorporated at the time the proposal is submitted, the Proposer Agency must become incorporated and registered under Wisconsin Statutes within sixty (60) calendar days of the Notice of Intent to Award the Contract(s) notification stating that the Proposer Agency has been selected for a contract under this RFP (see Part One, Section One, 3, Anticipated Timetable).

2.8.2 Milwaukee

Agencies are eligible to apply for all agency types in Milwaukee. However, an agency that administers the Milwaukee Eligibility and Assessment Agency contract is not eligible to administer a contract for a Milwaukee W-2 Employment Agency or for the Milwaukee SSI/SSDI Advocacy Agency. In the event that a proposer agency submits a proposal for all three agency types, and scores high on all three, the Department will make the final decision on which contract(s) are granted.

2.8.3 Consortia

For W-2 and Related Programs, a W-2 consortium is a combination of W-2 geographic areas. In past contracts, the geographic areas were required to be in the same Workforce Development Area (WDA). This is no longer a requirement. A W-2 consortium can now cross WDAs.

The Department encourages the formation of consortia. In particular, the Department encourages Proposer Agencies with total caseloads (W-2 paid and W-2 unpaid cases) of less than 20 cases to form a consortium or to become part of a consortium that comprises a total caseload of at least 100 cases. Caseload data from May 2009 located in Appendix E of this RFP should be utilized for this purpose. The Department may give additional consideration to consortia proposals during the evaluation process.

Advantages of operating W-2 and Related Programs as a consortium may include economies of scale and enhanced ability to respond to changes in caseloads and the ability to be cost-effective when needing culturally and linguistically competent services. A consortium also has flexibility among and between allocations for the consortium's geographic areas and a combined base for the determination of performance.

A consortium may be proposed by a single entity (such as a private entity or a governmental agency) or by two or more agencies combining their efforts. If more than one entity/agency works together as partners, one must be designated as the Lead Agency. The Lead Agency will be the single point of contact between the consortium and the Department and will be accountable for the operation of the consortium. The submission of any consortium proposal must be made by the Lead Agency. The combined W-2 geographic areas of the consortium will be treated as a single W-2 Contract Agency.

An agency (RFS and non-RFS) may voluntarily agree to form a consortium with non-RFS agencies. A RFS agency (consortium or non-consortium) acting as the Lead Agency proposing to include one or more non-RFS geographic area(s) must complete the RFP including the Request for Consortium Formation (Form 1B). Letters of support, if available, from the signature authority of a non-RFS geographic area(s) included in the proposed consortium should be attached to Form 1B. All RFS agencies, not just the Lead Agency,

involved in a competitive proposal to form a new consortium will retain their RFS status if the non-RFS geographic area(s) is not awarded to the proposed consortium.

All non-RFS agencies must complete the RFP and the Request for Consortium Formation (Form 1B) in order to become a Lead Agency of a consortium.

2.9 How to Apply

To submit a proposal under this RFP, a Proposer Agency must complete a W-2 and Related Programs Proposal, which consists of this RFP's Response Items for three sections:

- Management and Financial Accountability;
- Program Plan, with the applicable subsection for BOS, Milwaukee W-2 Eligibility and Assessment Agency, Milwaukee W-2 Employment Agency, and Milwaukee SSI/SSDI Advocacy Agency; and
- Budget

Where applicable, each main point in the RFP will be comprised of the following components:

Summary:

This is a general description of the requirements. Department policies provide more detailed information about requirements. These summary items and program policies are also contract terms and conditions.

Response Items:

This is a list of items to which the Proposer Agency must respond. The Department will use the responses to assess the quality of the agency's plan to provide W-2 services to applicants and participants and the agency's management and financial accountability for the administration of W-2 and Related Programs.

The Proposer Agency must complete all required Response Items and attach all required documents provided as forms to this RFP.

After the selection of the W-2 Contract Agency, the Department may require changes prior to approving the Proposal as the W-2 and Related Programs Plan.

Scenarios:

Part Two, Section Two includes a Scenario section. Agencies are asked to select one scenario from each of the four topic areas relevant to their agency type – Access, Ongoing Case Management, Social Security Issues, and Post Employment Services – and respond in writing to their selected scenarios' "Describe..." statement or "How..." question. The scenario responses should address the case management techniques, processes and activities the agency would use that would most meet the individual participant's situation.

3. Anticipated Timetable

Listed below are specific and estimated dates and times of actions related to this RFP. The actions with specific dates must be completed as indicated unless otherwise changed by the Department. In the event that the Department finds it necessary to change any of the specific dates and times in the timeline listed below, it will do so by issuing an addendum to this RFP. There may or may not be an addendum issued for changes in the estimated dates and times.

W-2 RFP Timeline	
Item Activity	Date
Announce Final RFS Agencies	06/19/09
Notification to RFS Agencies seeking a Letter of Intent to Contract	06/19/09
RFP Issued	06/19/09
Draft Re-contracting Instructions Issued to RFS Agencies	06/25/09
Bidders Conference	
Balance of State	6/30/09
Milwaukee Eligibility and Assessment Agency	7/1/09
Milwaukee W-2 Employment Agency and Milwaukee SSI/SSDI Advocacy Agency	7/1/09
RFS Agencies Letter of Intent to Re-contract Due	07/03/09
Proposals Due	07/31/09 by 4:00 p.m. (Central Time)
Oral Presentations	TBD (Early to Mid Aug)
Notice of Intent to Award Contracts	09/04/09
Announcement of Additional Competitive Geographic Areas	07/10/09
RFS Agency Plans Due	08/21/09
Contracts Issued	10/01/09
Signed Contracts Due	10/31/09
Contract Effective Date	01/01/10

4. Procurement

The Department will conduct the procurement process for this RFP in accordance with the federal regulations contained in 42 CFR 434.10, 45 CFR 95.613, and 45 CFR 74. The process for selecting W-2 Contract Agencies under this RFP is exempted from Section 16.75(1) to (5), 16.705, 16.72(2)(e), (f) and (5), Wisconsin Statutes.

4.1 Contact Point and Clarification of Specifications and Requirements

All questions regarding the procurement process under this RFP shall be submitted to Susan Longfield (see address information on the page immediately following the cover page).

Prospective Proposer Agencies may submit technical and contractual questions raised by this RFP in writing or by electronic transmission to the Department at the address given on the cover page. For purposes of this provision, e-mail and fax also qualify as "in writing".

Be sure to reference the RFP page number, part, section and subsection for each question submitted. Make questions as specific as possible and offer proposed solutions to perceived problems. The Department reserves the right to determine whether or not to respond.

4.2 Electronic Communications

Addenda to this RFP will be issued on the RFP website at:

<http://dcf.wisconsin.gov/w2/rfp/2010/default.htm>.

All clarifications to this RFP will be published on the above website. This website is the official source for additional information.

It is the Proposer Agency's responsibility to read the materials posted on this website, including all questions and answers posted as clarifications to the RFP.

4.3 Proposer/Recontracting Conferences

The following conferences will be held in order to respond to questions and to provide any needed additional instruction:

- BOS Proposer/RFS Recontracting – June 30, 2009 from 10:00 – 12:00 at the Department of Revenue, Events Room at 2135 Rimrock Road, Madison, WI 53703;
- Milwaukee Eligibility and Assessment Agency Proposers – July 1, 2009 from 10:00 – 12:00 at the Wisconsin Exposition Center, State Fair Grounds at 8200 West Greenfield Avenue, West Allis, WI 53214;
- Milwaukee W-2 Employment Agency and SSI/SSDI Advocacy Agency – July 1, 2009 from 1:30 – 3:30 at the Wisconsin Exposition Center, State Fair Grounds at 8200 West Greenfield Avenue, West Allis, WI 53214; and
- Additional details on these conferences will be available on <http://dcf.wisconsin.gov/w2/rfp/2010/default.htm>

The Department recommends that all proposer agencies attend the entire Proposer Agency conference that pertains to its proposal(s). RFS Agencies are encouraged to attend as well for responses to recontracting instructions.

4.4 Proposal Organization and Submission Requirements

4.4.1 General Instructions

The evaluation of proposals and selection of a W-2 Contract Agency and the ensuing contract will be based on the information submitted in the Proposer Agency's proposal in addition to references and any required oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a proposal.

Elaborate proposals (e.g., expensive artwork) beyond that sufficient to present a complete and effective proposal, are neither necessary nor desired.

4.4.2 Submission of Proposals

Proposals must be delivered to:

Department of Children and Families
 ATTN: Susan Longfield
 201 East Washington Avenue
 Madison, Wisconsin 53708-8916

If delivering it in person, hand deliver proposal to DCF at 201 East Washington Avenue, at **second floor reception desk**, Madison, Wisconsin 53708-8916.

All proposals must be dated and time-stamped by the Department by **4:00 p.m Central Time on Friday, July 31, 2009**. Proposals not stamped will not be accepted.

Receipt of a proposal by the Department mail system does not constitute receipt of a proposal for purposes of this RFP. Proposers mailing their proposals or using a commercial delivery service must allow sufficient time for delivery of their proposals by the time specified. Proposals received after that time will not be considered and will be returned unopened.

Proposals submitted, in whole or in part, by FAX or e-mail will be rejected.

The outside cover of the package containing the proposal is to be marked:

PROPOSAL TO ADMINISTER WISCONSIN WORKS

RFP # DCF-ME-3002

Proposer Agency's Name and Address

Proposer Agency's Contact name, address
 and phone number

Type of Agency (see RFP Part One, Section One, 1.1)

Geographic Area (s)

Proposal Due Date

Proposals must be prepared in accordance with the requirements set forth in this RFP. A proposal must be submitted for each area the Proposer Agency is proposing to administer. An area may be a W-2 geographic area, a consortium or a Milwaukee agency.

Balance of State:

- If proposing to administer W-2 in more than one W-2 geographic area, the Proposer Agency is encouraged to submit a consortium proposal.
- A proposal for a consortium must be submitted by the Lead Agency for the consortium.

Milwaukee:

- Only one agency will be selected to be the W-2 Eligibility and Assessment Agency to all regions of Milwaukee County.
- At least three but up to five agencies will be selected to be the W-2 Employment Agencies in each of the five Milwaukee regions.
- Only one agency will be selected to be the SSI/SSDI Advocacy Agency providing services to all regions of Milwaukee County.

Agencies are eligible to apply for all agency types in Milwaukee. However, an agency that administers the Milwaukee Eligibility and Assessment Agency contract is not eligible to administer a contract for a Milwaukee W-2 Employment Agency or for the Milwaukee SSI/SSDI Advocacy Agency. In the event that a proposer agency submits a proposal for all three agency types, and scores high on all three, the Department will make the final decision on which contract(s) are granted.

The original and **five** (5) copies [six (6) total sets] of the proposal for each area, under sealed cover in one package, must be received by the Department by the dates and times listed in this RFP (see Part One, Section One, 3, Anticipated Timetable). The original must be clearly identified as the original.

4.4.3 Proposal Organization and Format

4.4.3.1 The original and all five (5) copies must be typewritten and submitted on plain 8.5 by 11 inch white paper bound securely. The Department requires that proposals be printed two sided to reduce waste and the costs associated with freight and storage. The maximum number of pages for a W-2 and Related Programs proposal including Management and Financial Accountability and the Program Plan and all attachments is one hundred (100) pages. The minimum font size is eleven (11) points. All forms, **documents** and financial statements required under this RFP Part Two, Section One, **1.7**, 1.8 and **1.9** are a separate submittal and are not included as part of the one hundred (100) page limit.

The Proposer Agency's name must appear on each page of the proposal. Each page must be numbered. Although oral presentations may occur, Proposer Agencies should include information in their proposal that is as complete as possible.

Proposals are to be organized with the Response Items headings, subheadings and alpha and numeric delineations in the same order and sequence as this RFP. Each heading and subheading should be separated by tabs or otherwise clearly marked. The responses are to be numbered/lettered exactly as they are in this RFP. The RFP sections that must be submitted (unless identified in the Response Items of this RFP as optional) are:

- Part Two, Section One: Management and Financial Accountability, Response Items;
- Part Two, Section Two: Program Plan, Response Items, as appropriate for BOS, Milwaukee W-2 Eligibility and Assessment, Milwaukee W-2 Employment Agency, or SSI/SSDI Advocacy Agency; and
- Part Two, Section Three: Budget

4.4.3.2 Failure by a Proposer Agency to meet RFP requirements, in whole or in part may result in the rejection of the proposal at the sole discretion of the Department.

4.4.3.3 This RFP may or may not result in an award of a contract. The Department reserves the right, at its sole discretion, to cancel this RFP at any time and for any reason, and to reject any or all proposals at any time and for any reason. Receipt of proposals by the Department confers no rights upon the proposer. Receipt of proposals shall not, in any manner whatsoever, obligate the Department, the State of Wisconsin, or any employees thereof.

4.4.3.4 The Department reserves the right to cancel this RFP at any time for one or more geographic areas. In the event the Department cancels the solicitation for one or more of the geographic areas, it may continue to solicit proposals for the remaining geographic areas. The Department reserves the right to add geographic areas to the RFP if this is in the best interest of the Department.

4.5 Deviations and Exceptions

Deviations and exceptions from this RFP, terms, conditions, or specifications may be considered but not necessarily agreed to by the Department, provided they are described fully, on the Proposer Agency's letterhead, signed, and attached to the proposal. In the absence of any deviation and exception approved by the Department, the proposal shall be accepted in strict compliance with all terms, conditions, and specifications and the proposer shall be held liable.

4.6 Withdrawal of Proposal

Proposals may be withdrawn by written request. Proposals also may be withdrawn in person by the Proposer Agency or the authorized representative, providing that his/her identity is made known and he/she signs a receipt for the proposal.

4.7 Restrictions on Contacts with State Personnel

No contacts with state employees concerning this RFP are permitted during the period from the date of release of this RFP until a determination is made and announced regarding contract awards. Exceptions to this provision are contacts associated with the administration of this RFP as directed in Part One, Section One, 4.1 of this RFP, and contacts associated with preparing a Response Item referencing integration of services in the Job Center with the Department of Workforce Development's Division of Vocational Rehabilitation (DVR) and/or the Job Service Bureau, and service integration with the Department of Health Services.

4.8 Retention of Proposer Materials

All proposer materials submitted as part of this RFP process become the property of the Department.

4.9 Incurring Costs

The Department is not liable for any cost incurred by Proposer Agencies in replying to this RFP, including, but not limited to, loss of materials submitted for evaluation purposes. **Accordingly, time and other costs of preparing a proposal are not allowable W-2 and Related Programs Contract expenses.**

4.10 News Releases

Reference to or use of the State of Wisconsin, any of its departments, agencies or other subunits, or any state official or employee for commercial promotion is prohibited. News releases initiated by the Proposer Agency pertaining to this procurement shall not be made without prior approval of the Administrator of DFES. Release of broadcast e-mails pertaining to this procurement shall not be made without prior written authorization of DFES.

4.11 Proprietary Information

Any restrictions on the use of data or other information contained within a proposal must be clearly stated in the proposal itself. Proprietary information submitted in response to a request will be handled in accordance with applicable State of Wisconsin procurement regulations and the Wisconsin public records law. Proprietary restrictions normally are not accepted. However, when accepted, it is the Proposer Agency's responsibility to defend the determination in the event of an appeal or litigation.

Data contained in a proposal, all documentation provided therein, and innovations developed as a result of the contracted commodities or services cannot be copyrighted or patented. All data, documentation, and innovations become the property of the State of Wisconsin.

Any material submitted by the Proposer Agency in response to this RFP that the Proposer Agency considers confidential and proprietary information and which qualifies as a trade secret, as provided in Section 19.36(5) of the Wisconsin Statutes, or material which can be kept confidential under the Wisconsin public records law, must be identified on the Designation of Confidential and Proprietary Information (Form 5) of this RFP (see Part Two, Section One, 1.16). Cost proposal prices cannot be held confidential.

4.12 Certification of Independent Price (Cost) Determination

- 1) By signing the proposal, the Proposer Agency certifies, each party thereto certifies as to its own agency, that in connection with this procurement:
 - a) The prices (costs) in this proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices (costs) with any other Proposer Agency or with any competitor.
 - b) Unless otherwise required by law, the prices (costs) which have been quoted in this proposal have not been knowingly disclosed by the Proposer Agency and will not knowingly be disclosed by the Proposer Agency prior to award in the case of a negotiated procurement, directly or indirectly to any other Proposer Agency or to any competitor.
 - c) No attempt has been made or will be made by the Proposer Agency to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.
- 2) Each person signing this proposal certifies that:
 - a) He/she is the person in the Proposer Agency responsible within that agency for the decision as to the prices (costs) being offered herein and that he/she has not participated, and will not participate, in any action contrary to the Certification of Independent Price (cost) Determination section and subsection above; or,
 - b) He/she is not the person in the Proposer Agency responsible within the agency for the decision as to the prices (costs) being offered herein, but that he/she has been authorized in writing to act as agent for the persons responsible for such decisions in certifying that such persons have not participated, and will not participate, in any action contrary to the Certification of Independent Price (cost) Determination section and subsection above, and as their agent does hereby so certify; and he/she has not participated, and will not participate, in any action contrary to the Certification of Independent Price (cost) Determination section and subsection above.

5. Selection and Award Process

5.1 Preliminary Evaluation

The proposals will first be reviewed to determine if minimum submission requirements are met. Minimum submission requirements include factors such as timely submittal, signature requirements, completion of Proposal Sections and Forms, including submission of the \$50.00 proposal filing fee, submission of audit data, submission requirements for consortium proposals, and submission requirements for Milwaukee Agency types. Failure to meet minimum submission requirements may result in the proposal being rejected. In the event that all Proposer Agencies do not meet one or more of the minimum submission requirements, the Department reserves the right to continue the evaluation of the proposals and to select the proposal which most closely meets the requirements

specified in this RFP. The determination of whether an RFP condition is substantive or is an informality shall reside solely with the Department.

5.2 Detailed Proposal Evaluation

Proposals will be reviewed by evaluation committees and evaluated against established criteria. A Proposer Agency may not contact any member of an evaluation committee. The committee may review references, request interviews, and/or conduct on-site visits and use the results in evaluating the proposals. Each proposal that passes the Preliminary Evaluation (Part One, Section One, 5.1 of this RFP) will be evaluated at the detailed level. Responses from each member of the evaluation committees will be reviewed and used for evaluative purposes.

5.3 Minority Proposer Preference

Proposer Agencies that wish to claim minority proposer preference must indicate this on Form 6. Additional consideration will be given to Proposer Agencies to allow for a preference to a certified minority business under section 16.75(3m) of the Wisconsin Statutes.

5.4 Oral Presentations

Proposer Agencies receiving the highest recommendations in the Detailed Proposal Evaluation will be notified of the time and place for the oral presentations, if determined necessary. The oral presentation will be made at no cost to the State of Wisconsin. Proposer Agencies invited to make oral presentations are required to include the key staff person who will be responsible for administering the W-2 program. Transition planning and funding needs may be discussed at the oral presentation. If oral presentations are held, the proceedings may be recorded by the Department and the panel's questions and Proposer Agency's responses may be part of any ensuing contract.

The oral presentation evaluation panel will consider the clarity of the presentation, responses to questions, and demonstrated experience with programs of similar focus and magnitude. The focus of an oral presentation will include areas such as related programmatic experience and financial and administrative management. After the oral presentations are held (if required), final recommendations will be assigned to the proposals using the stated criteria.

Although oral presentations may occur, Proposer Agencies should include information in their written proposal that is as complete as possible.

5.5 Evaluation Process

Each geographic area that is open for competition will result in a competitive process. Proposer Agencies for a geographic area are in competition with other Proposer Agencies for that same geographic area or consortium proposals for that same geographic area.

The Department reserves the right to utilize different evaluation processes in selecting Milwaukee and BOS W-2 Contract Agencies for the next Contract Period.

The process shall include the following steps:

- a) Preliminary Evaluation of Proposals for Completeness.
- b) Detailed Evaluation of Proposals:
 - BOS Proposals;
 - Milwaukee W-2 Eligibility and Assessment Agency Proposals;
 - Milwaukee W-2 Employment Agency Proposals; and
 - Milwaukee SSI/SSDI Advocacy Agency Proposals
- c) Oral Presentations (if required).
- d) Recommendations to the Department Secretary.

Forms required by this RFP are mandatory.

As a procurement tool, the RFP process by design includes subjective elements. The bid may contain elements of pass/fail, and other criteria as selected for various aspects of the proposal. It is not an exam, where there are right and wrong answers to essay-type questions. Instead, proposers are asked to describe their administrative experience, qualifications and experience with this type of contract and their proposed plan for addressing the various elements of the contract. This approach allows each proposal to be evaluated on its combined strengths and weaknesses.

As part of the evaluation process, DCF will review and take into consideration the past performance as measured through W-2 Required Performance Standards for the 2006-2009 Contract Period, of all Proposer Agencies that had a W-2 and Related Programs Contract for 2006-2009. Proposer Agencies that have not provided W-2 services in the past are asked to provide performance data from relevant contracts.

Any W-2 Contract Agency that is or has been under a Corrective Action Plan by the Department at any time between January 1, 2006 and the date the proposal is reviewed will have the Corrective Action Plan and the agency's follow-up reviewed as part of the evaluation process.

5.6 Awards and Final Offers

The Department reserves the right to accept or reject any or all proposals, to waive any technicality in any proposal submitted, and to accept any part of a proposal as deemed to be in the best interests of the State of Wisconsin.

The Department Secretary shall make the final decision on the contract award for each W-2 Contract Agency. The Department reserves the right to reject any or all proposals and adjust the terms of a proposal, including the award amount and W-2 and Related Program activities, with a selected Proposer Agency prior to entering into a contract. If contracting cannot be concluded successfully with the selected Proposer Agency for a geographic area, the Department may contract with another successful proposer under this RFP, or, the Department may, at its option, if it is in the best interest of the Department and geographic area to be served, contract with a Proposer Agency selected under this RFP or an RFS agency to provide services for an open geographic area.

If no proposals, or no acceptable proposals are received for a geographic area, the Department reserves the right to contract for the W-2 and Related Programs with any W-2 Contract Agency selected under this RFP process or an RFS Agency.

If no acceptable provider in a geographic area is selected, the Department will administer or arrange for the administration of the W-2 program for that geographic area.

If, for any reason, a contract is terminated at any time during the Contract Period, the Department reserves the right to contract for the balance of the Contract Period with any acceptable proposer that has met the minimum RFP response standards, or with any existing contractor serving another geographic area.

5.7 Notice of Intent to Award

All Proposer Agencies who respond to this RFP will be notified in writing of the Department's intent to award the contract(s) as a result of this RFP. The Notice of Intent to Award Contracts will be mailed to the contact named on each proposal.

5.8 Required Pre-contract Phone Conference

Any Proposer Agency that receives an award as a result of this process (or authorized designees) will be required to participate in a pre-contract phone conference with the Department. The purpose of this conference will be to review Proposer Agency opportunities and obligations under the Contract and answer Proposer Agency questions prior to final signing of the Contract. The Department will issue instructions and draft the agenda for the phone conference. The Department reserves the right to withdraw any Proposer Agency's award for failure to participate in this phone conference.

Proposer Agencies may be excused from this requirement through prior arrangement with the DFES Administrator. The Department also recognizes uncontrollable factors such as sudden illness, family emergencies, and natural disasters may cause an agency to miss the phone conference even though the agency had every intention of participating. In such occurrences, the Department will not unreasonably apply the failure to participate provision of this Section.

Due to conference call capacity limitations, no more than one representative per W-2 Contract Agency may call in to the conference. (Note: Any number of representatives may participate if the W-2 Contract Agency can make a group connection to the Department's conference line.)

5.9 Transition Responsibilities of a New W-2 Contract Agency

For the purpose of this section, an agency is considered to be a new W-2 Contract Agency if the agency is not the current W-2 agency for the geographic area.

The Department intends to make start-up funding available to new W-2 Contract Agencies. In addition, new W-2 agencies awarded a contract may be able to access their W-2 contract funds to begin transition activities as soon as the contract to provide W-2 and Related Programs is signed.

Terms and conditions for transition activities will be handled on an agency-by-agency basis and may be discussed during the oral interviews.

A new agency's transition activities will overlap with the existing W-2 agency's contract to provide W-2 and Related Program services. New and existing agencies are expected and required to work cooperatively. Maximum use of available resources from the previous W-2 agency for that geographic area should be explored, including if applicable, facilities, Information Technology (IT) systems, equipment, etc. Further information on the responsibilities of the existing W-2 agency with respect to data clean-up, case manager transitions, and like issues will be issued at a later date via communication from the Department.

5.9.1 Training and Onsite Support

Necessary training, onsite support and technical assistance will be provided by DCF to any new W-2 Contract Agency with the goal of that agency being ready to operate the program on January 1, 2010.

5.9.2 Transition Plan

New W-2 agencies are required to prepare a transition plan and timeline and submit it to the Department's Contract Manager within thirty (30) calendar days of the Department's Notice of Intent to Award the Contract(s). Key elements to consider in the development of a Transition Plan include the following:

- Agency Leadership of the Transition: Staff roles and responsibilities in planning and effecting the transition;
- Timeline and Steps: The schedule and key actions to complete the transition in a timely manner;
- Communication: Communication needed regarding the transition, including applicant and participant notification of the transition;
- Costs: Planned costs of the transition;
- Facilities: Site acquisition; and acquisition/installation of office furniture, printers, copiers and other office equipment;
- IT acquisition/installation/connectivity and access: Acquisition/installation of servers and workstations; installation of data line(s) to State's data center and connection to the Department-wide area network is one of the standard Department connectivity models; obtaining Client Assistance for Re-employment and Economic Support (CARES) access, CARES Worker Web (CWW) access, Emergency Assistance Tracking System (EATS) access, Electronic Case File (ECF) access, Internet access, printing and individual worker access to CARES;
- Staffing: Recruiting/Hiring staff; designation of an IT Functional Agency Security Liaison (FASL); designation of a coordinator(s) of Equal Opportunity, Affirmative Action, Limited English Proficiency; and designation of contacts on facilities and workplace safety/security;

- Training: Obtaining state policy materials for all staff; and extensive new worker training, including Policy and CARES;
- Subcontracts: Transfer of previous sub-contract service providers and the acquisition of new sub-contract service providers, as appropriate; and
- Transition of cases to new agency staff: At a new W-2 Contract Agency's request, the Department will provide summary information on participants if the register includes a signed Confidentiality Acknowledgement (Form 10) of this RFP

5.10 Appeals Process

All appeals must be made in writing and must fully identify any contested issues. Subjective interpretations by evaluators are not subject to protest or appeal. The written appeal must be based on one of the following factors:

- a) A conflict of interest on the part of one or more evaluators;
- b) Errors were made in the evaluation of proposals;
- c) The evaluators did not adhere to the established evaluation criteria

Any written protest of the Notice of Intent to Award Contracts must be fully documented and must be postmarked and filed with the Deputy Secretary of the Department of Children and Families G200, 201 East Washington Avenue, P.O. Box 8916, Madison, Wisconsin 53708-8916, and received in that office no later than five (5) business days after the Notice of Intent to Award Contracts is postmarked.

For purposes of this provision, fax communications will suffice. Appellants must use (608) 261-6972 (fax number) for this purpose and confirm timely receipt by calling telephone (608) 266-8684.

The Deputy Secretary of Department of Children and Families shall review the appellant's basis for the appeal and shall render a decision on the appeal.

An appellant that has an appeal denied by the Department of Children and Families Deputy Secretary shall have the right to appeal the decision to the Secretary of the Department of Children and Families, 201 East Washington Avenue, P.O. Box 8916, Madison, Wisconsin 53708-8916. The written appeal must be based on one or more of the factors listed above and must fully explain the basis for appealing the Department of Children and Families Deputy Secretary's denial. The written appeal to the Department Secretary must be received in that office no later than five (5) business days (from the day postmarked) after the appeal is denied by the DCF Deputy Secretary. The Department Secretary shall review the appeal and render a final decision on awarding of the contract.

5.11 Public Records Access

It is the intention of the Department to maintain an open and public process in the solicitation, submission, review, and approval of procurement activities. However, for purposes of this RFP, there will be no public inspection prior to issuance of the Notice of Intent to Award the Contract.