

- 6.39.1 By signing this proposal, the respondent certifies, each party thereto certifies as to its own agency, that in connection with this procurement:
- a) The prices 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 with any other respondent or with any competitor;
 - b) Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the respondent and will not knowingly be disclosed by the respondent prior to award in the case of a negotiated procurement, directly or indirectly to any other respondent or to any competitor; and,
 - c) No attempt has been made or will be made by the respondent to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

6.39.2 Each person signing this proposal certifies that:

- a) He/she is the person in the proposer's agency responsible within that agency for the decision as to the prices being offered herein and that he/she has not participated, and will not participate, in any action contrary to the Certification of Independent Price Determination section and subsection above; or,
- b) He/she is not the person in the proposer's agency responsible within the agency for the decision as to the prices 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 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 Determination section and subsection above.

6.40 Cooperation

The W-2 Agency will cooperate with any successor agency.

7. **RESPONSE ITEMS**

This part of the RFP is structured as follows. Where applicable, each main point will be comprised of the following components:

Summary: This is a summary of program policies or a general description of the expectations. Program policies provide more detailed information about requirements. See the Procurement Library for copies of program policies. These summary items and program policies are also contract terms and conditions.

Response Items: This section lists all information to which the proposer agency must respond. The information is required to assess the quality of the proposer agency's services. Where applicable, the proposer agency must clearly differentiate the proposer agency's past and current experience from the proposer agency's plans for the future.

7.1 **Program Identification/Organization**

The Department is seeking to contract with agencies with sufficient professional and technical experience and resources to successfully administer W-2 and related programs.

With the exception of government agencies and tribal governing bodies, proposers selected to be a W-2 Agency must be duly incorporated and registered under Wisconsin Statutes. If a prospective proposer which is not a government agency or tribal governing body is not incorporated at the time his/her proposal is submitted, the proposer must become incorporated and registered under Wisconsin Statutes within sixty (60) calendar days of Notice of Intent to Award notification that it has been selected for a contract under this RFP.

Each W-2 agency must have a structure which permits the State to hold it accountable as an entity, as opposed to a structure in which the agency is made up of co-equal partners, each of whom can be held accountable only for their specific contracted responsibilities. Defining a fiscal agent from among members of a consortium does not, in itself, meet this requirement. The following requirements will apply:

Contracts will be structured as a single agreement between the State and the W-2 agency as a single entity;

The W-2 agency must consist of a single organizational unit;

Each W-2 agency must be headed by a W-2 director who administers through an appropriate chain of command. The director must retain powers to provide, purchase or subcontract for services necessary to meet its contractual obligations as a W-2 agency, without such decisions requiring prior authorization from partner agencies. Nothing in this section is construed to remove authority from a County Board, Board of Directors or a Tribal Chair;

The W-2 agency may provide services under this RFP through subcontract arrangements with partner agencies; and

The W-2 director must have management control over the W-2 agency workforce, which may be exercised either through direct hiring or through subcontracts. The W-2 director must be competent to manage a diverse workforce.

7.1.1 **Proposer Agency Identification Form**
Response Item:

Complete the Proposer Agency Identification form, Attachment A to the Proposal.

7.1.2 **Proposer Agency References Form**
Response Item:

Include a list of five organizations for references including employers. Complete the Proposer Agency References Form, Attachment B to the Proposal, and include points of contact (name, address, e-mail, FAX, and telephone number), which can be used as references for work performed related to the services required under this RFP.

7.1.3 **Affidavit Form**

Response Item:

Complete the Affidavit form, Attachment C to the Proposal.

7.1.4 **Designation of Confidential and Proprietary Information Form**

Response Item:

If applicable, complete the Designation of Confidential and Proprietary Information form, Attachment D to the Proposal.

7.1.5 **Certification Regarding Debarment and Suspension (Federal) Form**

Summary:

The W-2 Agency certifies that neither the W-2 Agency nor any of its principals are debarred, suspended, or proposed for debarment from federal financial assistance (e.g., General Services Administration's List of Parties Excluded from Federal Procurement and Non-Standard Programs). The W-2 Agency will obtain certifications from subcontractors stating that neither the subcontractors nor potential sub-recipients, contractors, or any of their principals are debarred, suspended or proposed for debarment.

Response Item:

Complete the Certification Regarding Debarment and Suspension form, Attachment E to the Proposal.

7.1.6 **Lobbying Forms**

Summary:

The W-2 Agency must in all cases sign the Certification Regarding Lobbying (Attachment F (1) to the Proposal) to certify that it has complied with federal law by not using federal funds to lobby any federal or state employee or legislator in connection with the award of the W-2 Contract.

The W-2 Agency must complete the Disclosure of Lobbying Activities (Attachment F (2) to the Proposal) to disclose any funds other than federal funds that have been used for such lobbying with a contract or subcontract award. This form only needs to be completed if there is lobbying in connection with a contract or subcontract.

The Lobbying Certification section does not apply to an American Indian tribe with respect to expenditures permitted by other federal laws.

Response Item:

Complete the Lobbying form, Attachment F (1) to the Proposal, and if applicable, complete Attachment F (2) to the Proposal.

7.1.7 **Executive Summary**

Response Items:

Provide an executive summary of the proposal. Include the following in your response:

- a) A brief description of your agency and what makes it especially suited to administering the Wisconsin Works (W-2) program;
- b) A summary of the scope of the program, service area, and budget, and a brief summary of what your program will do at the local level, the program mission, your agency's vision for the program, and features that make the program unique and why;
- c) A brief description of your agency's expected outcomes for the program and performance measures your agency will use to gauge program success, beyond state requirements;
- d) A summary of the financial strength and stability of your agency;

- e) Your agency's philosophy in implementing innovations in employment and training programs or welfare demonstrations which reflect a "work first" approach; and
- f) Your agency's perspective on what defines customer satisfaction, how your agency will achieve and measure customer satisfaction for participants in W-2 and related programs, including, but not limited to programs that operate in conjunction with many partners, and how your agency will provide information to the Department at least every six (6) months on the results of measuring customer satisfaction.

The executive summary of the proposal must be written in a concise and crisp manner and must be no more than ten (10) single-spaced pages

7.1.8 Agency Capabilities in Managing Programs/Providing Services

Response Items:

Describe your agency's experience and capabilities which demonstrate your agency's ability to administer W-2 and related programs. Include the following four types of information, as appropriate for each of the following (a-g) in your response:

1. Name, location, type, and scope of the programs or services.
 2. Number of participants/customers served.
 3. Length of time your agency has been involved in the programs or services.
 4. Results of programs or services provided, particularly in terms of participant self-sufficiency, placement rates, average wages, and job retention.
- a) Managing and providing employment and training programs;
 - b) Managing State or federal government funded programs and the experience gained in government settings;
 - c) Administering economic support programs;
 - d) Working with the following:
 - low-income individuals and participants in the W-2 and FSET target populations;
 - individuals of diverse cultures, ethnic/racial minority groups;
 - working with individuals for whom English is not the primary language; and
 - experience working with people with physical, sensory or mental health disabilities;
 - e) Experience delivering services through a Job Center, including working with employers;
 - f) Working with educational resources, employment and training providers, and appropriate human/social service agencies outside the Job Center; and
 - g) Experience in identifying erroneous or fraudulent requests for services and experience in preventing or correcting such requests.

Be very specific in describing your agency's experiences and those of proposed subcontractors. Identify subcontractor experience separately from your agency's experience.

7.1.9 Organizational Structure

Response Item:

Provide an organizational chart including any proposed subcontractor(s).

7.1.10 Subcontracts

Summary:

The W-2 Agency may subcontract for some or all of the services covered in the RFP. In order for a W-2 agency to issue payment to another agency for any service under this RFP, an approved

subcontract is required. Upon signing a subcontract, the W-2 Agency must submit a copy to the DES Contract Manager within fifteen (15) business days.

Notwithstanding the Hiring of State Employees section of this RFP (6.18.8), proposer agencies are encouraged to Job Service, Division of Workforce Excellence as a viable subcontractor for services under this RFP.

The W-2 Agency will comply with all subcontract requirements under the W-2 Contract and applicable State and federal laws.

Contracting With Charitable, Private or Faith-Based Organizations

The W-2 agency may contract with, or award grants to charitable, private or faith-based organizations to provide case management services or assistance to W-2 and related program participants or applicants on the same basis as any other private organization.

The agency shall not discriminate against an organization that is or applies to be a contractor on the basis that the organization has a religious character. The agency shall not require the faith-based organization to alter its definition, development, practice or expression of its religious beliefs, nor shall it require the organization to alter its internal governance or remove religious art or any other expression of its religious belief in order to enter into a contract with or be awarded a grant from, the W-2 agency.

The W-2 agency shall not discriminate against any W-2 or related programs applicant or participant on the basis of religion or lack of religious belief. Therefore, if the W-2 agency contracts with a faith-based organization to provide case management services or assistance to W-2 and related programs participants, it must make available within a reasonable time an alternative provider of the same services, worth the same value, to any participant who objects to the religious character of the organization or institution from which the participant would receive or is receiving case management services or assistance.

The W-2 agency shall require any faith-based organization that it contracts with or awards a grant to, to meet the same fiscal and accounting standards, and generally accepted accounting principles as any other private provider.

Minority Business Subcontractors

W-2 agencies are encouraged to subcontract with qualified state-certified MBEs. Proposals that include MBE subcontractors will likely score higher. (See also the Minority Business Subcontractors section of the RFP.)

Response Items:

Describe your agency's plan for subcontracts. Include the following in your response:

- a) A list of the following information for each proposed subcontractor(s) (if applicable):
 - Subcontractor name and address;
 - Contact person and phone number;
 - Service(s) to be contracted for and amount of the subcontract (if known);
 - Indicate if the subcontractor is a faith-based organization and/or MBE; and
- b) If some or all of the functions are subcontracted, the process the W-2 agency will use to select subcontractors; and
- c) Subcontracts planned with Job Service (DWE) and if subcontracts are planned, what services will be contracted for and the amount (if known) of the planned subcontract.

7.1.11 Financial Statements

Response Item:

Provide audit reports from the last two years, including management letters, and the current operating budget to provide a picture of your agency's financial and business status. If an audit has

not been performed, provide a financial statement(s) or a balance sheet(s) and other information that documents the financial status of your agency.

7.1.12 **Insurance**

Summary:

In addition to the Insurance Responsibility section of this RFP, the W-2 agency will be responsible for ensuring that :

- a) participants in Trial Jobs, CSJs and W-2 T positions are covered by worker's compensation insurance and other insurance deemed necessary by the W-2 agency, and;
- b) those repaying job access loans through volunteer work or gaining work experience through volunteer work (for example, non-custodial parents participating in unpaid job placements) are covered by whatever type of insurance is deemed necessary by the W-2 agency.
- c) its subcontractors, if any, carry necessary insurance coverages.

Response Item:

Describe your agency's plan for insurance, including how your agency will ensure your agency and any subcontractors carry sufficient and appropriate insurance. (Do not submit insurance certificates.)

7.2 **Program Plan**

7.2.1 **Staffing, Staff Qualifications and Staff Training**

Summary:

The W-2 Agency will employ at least one Financial and Employment Planner (FEP).

Each FEP will have no more than fifty-five (55) payment cases. A FEP caseload may not exceed 125 total cases (including FSET, non custodial parent, case management only in addition to payment cases).

In no case will an Supportive Service Planner (SSP) have a total caseload in excess of two hundred and fifty (250) cases.

The W-2 Agency ensures all staff, including subcontracted staff, complete prescribed Departmental training.

Response Items:

Describe your agency's plan for staffing, staff qualifications and staff training. Include the following in your response:

- a) How your agency will effectively manage the workload when vacancies occur;
- b) An organizational chart detailing staff;
- c) Minimum qualifications and position descriptions for each classification of staff including persons responsible for the transferring of caseloads and those with the responsibility for installation and maintenance of IT equipment and software;
- d) If the W-2 agency's allocation includes a supplement in recognition of a high refugee population, how staff will be responsive to the needs of this group (See Appendix C to the RFP);
- e) Types of training your agency will provide staff, including cross training in other Job Center programs;
- f) How you will provide training to staff if the Department-prescribed training is not offered timely; and

- g) How your agency will ensure a FEP will not have a caseload until the appropriate minimum training has been completed.

7.2.2 Information System Technical Requirements

Summary:

The W-2 agency must establish the means to access and use all W-2 related information systems. The W-2 agency's information technology infrastructure must support all W-2 requirements and must be Y2K compliant. The following definition of Y2K compliance is used by the Department:

An item is Year 2000 compliant when it meets both of the following conditions: (a) No value for current date (today's date as known to the hardware, software or electronic equipment) will cause any interruption in operation, (b) Date-based functions will be handled correctly and consistently for all dates before, during and after the year 2000. This means that all hardware, software and electronic equipment must calculate, manipulate and represent all dates correctly for the purposes for which they were intended and includes the correct specifications of the century and the recognition of the year 2000 as a leap year, and (c) proposer's internal systems and those of proposer's subcontracts and suppliers, are year 2000 compliant, such that proposer will be able to comply with the requirements of the RFP and resulting contract.

The central case management function of the FEP is supported by CARES. Each FEP and other staff providing participant services must have a workstation that connects to CARES and must have a CARES user ID assigned by the DES security officer. The W-2 agency will use all required functions in CARES and other systems designated by the Department for operation of the W-2 program. The W-2 agency must have access to JobNet. All of the agency FEPs, SSPs and Resource Specialists (RSs) must have access to the Internet and e-mail.

Response Items:

Describe your agency's plan for meeting the information system technical requirements. Include the following in your response:

- a) How your agency will meet all standards established by the Department for the reporting of data, activities, outcomes and other specific information in CARES. These standards include but are not limited to the timeliness of data entry, the accuracy of data entered and time limits for specific types of data;
- b) How your agency will ensure CARES data required for cash payments is accurate, up-to-date, and in formats prescribed by the Department;
- c) How the automated case management tools provided by the Department will be used by your agency and how problems with data identified by the case management tools will be promptly addressed;
- d) How data and physical security procedures and controls for confidentiality requirements will be met, including how your agency will monitor CARES access by staff to insure policies and procedures regarding confidentiality and the use of individual logon IDs outlined in the DES Security Manual are followed, and including a copy of your agency's security training plan along with your response; and
- e) A plan of computer hardware, peripherals, interfaces with other information systems, and commercially available software your agency will use in administering W-2 and related programs. The plan must specify:
 - The configuration (such as Local Area Network or stand alone), types of computer hardware (such as terminals or personal computers), peripherals, and commercially available software your agency plans to use in administering W-2 and related programs. Include a rationale for the configuration selected and justifications for use of the hardware and software in W-2 and related programs;
 - The number of computers your agency plans to use. Discuss the number of computers planned relative to: (1) staffing plan during the implementation phase and operation phase,

(2) anticipated caseload size, and (3) number of computers your agency currently has and the number of computers your agency plans to acquire;

- The work plan and schedule for acquiring needed systems and/or installing the systems and various interfaces and for testing;
- On-site technical assistance and support for staff;
- A back-up system in case of disaster and approach to disaster recovery to ensure continuation of operations; and
- A Y2K contingency plan that conforms to the Department's requirements.

7.2.3 Participant Flow

Response Items:

Describe your agency's plan for participant flow. Include the following in your response:

- a) A detailed diagram of the participant flow in your agency;
- b) Where applicants/participants will gain access to the major W-2 and related programs components (include satellite offices and outstationing);
- c) The roles the RSs, SSPs and FEPs will play in the delivery of services; and
- d) The hours and days the W-2 agency will be open for participant services.

7.2.4 Food Stamp Program

Summary:

The W-2 agency is responsible for the administration of the food stamp program for W-2 related individuals. County/Tribal Economic Support (ES) agencies are required to administer the Food Stamp Program for non-W-2 related individuals.

Current federal regulations require that governmental employees determine initial eligibility and certify ongoing benefits for the Food Stamp Program. Non-governmental W-2 agencies must provide for food stamp eligibility determination services, which include the eligibility and review interview, verification of information, acting on reported changes, and entering data to the automated system, CARES. The W-2 agency may accomplish this through a subcontract with a governmental agency.

Additionally, to ensure that application processing is completed without unnecessary delays, all W-2 agencies must assure that their food stamp administration plan allows non-W-2 related individuals, such as elderly and disabled, to establish a food stamp application filing date. All food stamp applicants must be screened for expedited services, as defined in the food stamp regulations. Applicants must not be sent to another site to begin the application process.

The W-2 agency will be held accountable for errors for food stamp cases which the W-2 agency could have prevented by complying with the Department's Policies and Procedures.

In 1999, the Department will begin conversion of food stamp issuance from paper coupons to an electronic benefit system. Recipients will receive a plastic magnetic swipe card which will be used to transact food stamp benefits via point of sale devices in grocery stores. If recipients are also eligible for Medicaid, the same card will be used to access medical services. As a location where applications for food stamps are processed, W-2 agencies will be required to support the Food Stamp Program by providing a space for Electronic Benefit Transfer (EBT) card activation devices, Personal Identification Number (PIN) selection devices, EBT administrative terminal(s) and client training on the use of the magnetic swipe card.

Response Items:

Describe your agency's plan for the Food Stamp Program. Include the following in your response:

- a) How your agency will delivery the Food Stamp Program for W-2 related individuals;

- b) How your agency will assure the filing date is established for any food stamp applicant, including non W-2 related individuals;
- c) The steps your agency will take to prevent errors in food stamp cases; and
- d) How if you are a non-governmental agency, your agency will ensure on-site EBT training, PIN selection and emergency card issuance for individuals in W-2 or related programs.

7.2.5 Participant Employment Services

Summary:

The W-2 agency must work with employers in the community, Community Steering Committee, and Job Center partners to access unsubsidized jobs and to create Trial Jobs, Community Service Jobs, and W-2 Transition opportunities.

7.2.5.1 W-2 Employment Position Development

Response Items:

Describe your agency's plan for participant employment services. Include the following in your response:

- a) How your agency will access the general market for unsubsidized jobs and maximize opportunities to move W-2 participants immediately to such opportunities;
- b) Steps your agency will take to develop each of the following:
 - Unsubsidized Jobs;
 - Trial Jobs;
 - Community Service Jobs (CSJs); and
 - W-2 Transitional (W-2 T);
- c) How your agency will provide for outreach, recruitment, and selection of public sector, private sector, profit and not-for-profit employers, or community based organizations for W-2 employment position slots;
- d) How your agency will coordinate with related services and activities of other entities, such as the Job Center management team, LCPTs, community-based organizations, economic development programs, chambers of commerce and other private sector boards, councils, or advisory committees operating in the area;
- e) How your agency will structure W-2 employment position slots. (For example, the creation of CSJs should be governed by two major considerations: a) it creates something of public or private value in exchange for the CSJ benefits provided; and, b) it treats CSJ participants like other employees, with real responsibilities and real expectations.);
- f) How your agency will collaborate with DVR and the medical community on employment position slots for persons with disabilities who may also be eligible for DVR services.
- g) Steps that your agency will take to assist a participant in Trial Job, CSJ, or W-2 T in his/her search for unsubsidized employment; and
- h) Current efforts by your agency that document your agency's capability to create an adequate number of W-2 employment position slots.

7.2.5.2 W-2 Participant Placement in W-2 Positions

Response Items:

Describe your agency's plan for W-2 participant placement in W-2 positions. Include the following in your response:

- a) Any current efforts that support your agency's success in moving low-income individuals to unsubsidized jobs and self-sufficiency. If contracting for this function, the steps that will be taken to include the subcontractor in the transitioning of the W-2 participants to unsubsidized employment; and
- b) The process your agency will take to assess initial and ongoing cases into a proper W-2 placement.

7.2.5.3 Training for Employers

Response Items:

Describe your agency's plan for training employers. Include the following in your response:

- a) How your agency will plan training programs for employers designed to assist them in transitioning W-2 participants into jobs; and
- b) How your agency will plan training programs for employers designed to assist them in developing effective management techniques to help W-2 participants remain in their jobs or participate in a career development program.

7.2.5.4. Financial Employment Planning and Case Management

Summary:

The W-2 agency FEP in the context of the PFE/Job Center model must work with a participant as the primary case manager to facilitate the participant's achievement of the maximum degree of self-sufficiency through work, preferably in an unsubsidized job.

The W-2 agency will provide Case Management Follow-Up (CMF) services for a minimum of 6 months after placement into an unsubsidized job.

Response Items:

Describe your agency's plan for financial employment planning and case management. Include the following in your response:

- a) The roles of the FEP in your W-2 program;
- b) The follow-up activities that your agency will take to monitor W-2 participants; and
- c) How your agency will ensure that eligibility determination and benefits are issued accurately and in a timely fashion.

7.2.5.5 Serving a Population with Serious and Multiple Barriers to Employment

Summary:

In light of the success W-2 has achieved in terms of caseload decline, families who currently need W-2 employment training supports are a population the majority of whom have serious and multiple barriers to employment. Much more so than other families who have already obtained and maintained unsubsidized employment, these families are much more likely to face significant barriers to workplace success such as:

- lacking basic skills in math and reading;
- lacking a high school diploma;
- coming from a violent family situation;
- having serious alcohol and other drug abuse (AODA) histories;
- having mental and other health issues;
- having family issues, such as parenting a child with special needs; and/or
- having limited or no English proficiency.

Participants who face these multiple and serious barriers are also more likely to be long term recipients.

Response Items:

Describe your agency's plan for serving a population with serious and multiple barriers to employment. Include the following in your response:

- a) Tools and strategies your agency will employ to screen for people with domestic violence, AODA, mental health issues, and special family circumstances as well as those who lack basic skills;
- b) How your agency's case management procedures will differ for these participants or otherwise be suited to accommodate the special needs of this population which mandates a more intensive approach to case management;
- c) How your agency will ensure that participants are engaged in appropriate activities that directly address their issues and barriers and the internal guidelines you will use to monitor engagement in these activities;
- d) The process your agency will implement to ensure that SSPs and FEPs are adequately trained and otherwise equipped to effectively work with participants who have multiple and/or serious barriers to employment; and
- e) Your agency's approach in working with the population facing time limits, including:
 - i) The special strategies your agency will employ to assist participants who are nearing:
 - their twenty-four (24) month time limit on a W-2T or CSJ placement, and/or
 - their sixty (60) month time limit on TANF assistance.

(A W-2 agency awarded a contract for the 2000-2001 contract period will have caseloads comprised of a number of families that may be close to reaching their time limits for receipt of cash assistance.);
 - ii) The tools your agency will use to concentrate efforts for families who are seeking or who have been granted extensions to their twenty-four (24) month time limit;
 - iii) The special actions your agency will take to ensure that participants are aware of time limits and kept informed of their time limit status (for example, special motivational sessions on time limits, training and brochures); and
 - iv) The actions your agency will take to provide service for individuals who have exhausted their time limits.

7.2.6 Food Stamp and Employment Training

Summary:

The W-2 agency will exclusively operate the Food Stamp Employment and Training (FSET) Program. The W-2 agency will agree to accept all FSET referrals from the county/tribal food stamp agency.

The W-2 Agency will operate the FSET Program and serve all FSET mandatory and voluntary participants in accordance with federal and State laws, regulations, rules and program policy and procedures.

The W-2 agencies will provide services which will allow Able-Bodied Adults Without Dependents (ABAWD) and non-ABAWD FSET participants to meet all federal and State requirements for maintaining their eligibility for food stamps.

The ABAWD population has very stringent federal participation requirements. The W-2 agency's failure to engage and serve this population consistently could result in a loss of food stamp eligibility for up to a three (3) year period for these individuals. This population is difficult to serve

because of a lack of job readiness, alcohol and drug abuse problems, a lack of transportation, and other barriers.

The W-2 agency will promptly input into the CARES system all information necessary to demonstrate that its FSET clients and the agency are complying with all federal and State laws, regulations, rules, and program policy and procedures for the FSET Program.

Response Items:

Describe your agency's plan for the Food Stamp Employment and Training program. Include the following in your response:

- a) How the Food Stamp Employment and Training program and the W-2 program will interface with each other;
- b) The process for referring individuals for FSET and monitoring of FSET referrals between the W-2 agency and the Food Stamp agency if different from the W-2 agency;
- c) The process for enrolling and engaging participants in the required and appropriate FSET components/statuses, and monitoring to ensure full engagement of each participant under state and program policies;
- d) The process for requesting, determining and imposing FSET sanctions and ABAWD strikes, and monitoring of the process between the W-2 agency and the Food Stamp agency if different from the W-2 agency;
- e) The process for identifying FSET participants who do not have a high school degree or its equivalency and engaging those individuals in the basic education components;
- f) The program services your agency plans to provide to FSET participants; and
- g) What monitoring or tracking will be done to ensure that all ABAWDs are being enrolled, served and correctly reported in CARES and CARS.

7.2.7 Job Retention and Advancement

Summary:

Efforts by the W-2 Agency to help participants retain and advance in employment are critical to a participant for long term self-sufficiency. As such, W-2 agencies must provide case management follow up for six (6) months to persons leaving employment positions for unsubsidized employment.

Response Items:

Describe your agency's plan for job retention and advancement. Include the following in your response:

- a) Your agency's plan to provide Case Management Follow-Up (CMF) services to recent W-2 and FSET "graduates" at the minimally required sixth (6th) month (or if longer, for how long);
- b) Services your agency will provide to participants in the CMF category and how frequently they will be provided; and
- c) How your agency will coordinate job retention and advancement services provided out of the base W-2 contract with other funding options such as Welfare to Work and Community Reinvestment.

7.2.8 **Education and Training Services**

Summary:

Education and training is an integral part of W-2.

The Governor's W-2 Education and Training Committee emphasizes:

- Education and training, an important component in moving families to self-sufficiency, should be effectively incorporated into employability and career planning;
- Earning a high school diploma or equivalent is a critical need. No effort should be spared in making this achievement a reachable goal for anyone willing to work toward it;
- Strong, employer-based partnerships are vital in order to provide education and training to a population increasingly at work;
- Flexibility in the provision of valuable education and training is essential in order to accommodate those who are working, and those with different learning styles;
- Continuing education and lifelong learning must be consistently stressed in order to ensure that placement, sustained employment, and advancement become the rule, not just the success story; and
- Child care and transportation are critical supportive services that need to be primary considerations in creating education and training opportunities.

All W-2 employment position participants, including those working in unsubsidized positions, may participate in education and training. Training hours may be identified and required up to the allowable maximums.

The W-2 agency may require any combination of the following activities:

- Skills Training (short-term career-focused training programs);
- Job Skill Development (including, but not limited to, remedial education, HSED/GED preparation, English-as-a-Second Language, resume writing, interviewing techniques);
- Motivational Training; and
- Life Skills Training.

The W-2 agency shall emphasize the importance of education as an ongoing process. In addition, education and training activities are key components of the CSJ and W-2 Transition positions.

Response Items:

Describe your agency's plan for education and training services (making education and training opportunities available to eligible W-2 participants). Include the following in your response:

- a) How your agency has identified and will identify a participant's education and training needs and how your agency will meet those needs;
- b) How your agency will emphasize appropriate education and training activities for participants, focusing on basic education and soft skills training and introducing strategies to promote continuing education and training;
- c) How your agency will foster effective partnerships with the technical colleges, UW-Extension, volunteer literacy providers and other training providers who deliver adult basic education, literacy and English-as-a-Second Language tutoring, post-employment skills training, and continuing education opportunities;
- d) How your agency will measure your agency's success with respect to meeting participants' education and training needs; and
- e) How your agency will provide for your participants' educational needs should educational providers not be readily available in your area.

7.2.9 Support And Other Services

7.2.9.1 Medicaid/BadgerCare

Summary:

The W-2 agency is responsible for the administration of the Medicaid/BadgerCare program for W-2 related individuals. County/Tribal Economic Support (ES) agencies are required to administer the Medicaid/BadgerCare program for the non-W2 related individuals.

Current federal regulations require that governmental employees determine Medicaid/BadgerCare eligibility and certify ongoing eligibility. Non-governmental W-2 agencies must provide for the eligibility determination activities, which include the eligibility and review interview, verification of information, review and acting upon appropriate changes, and entering data to the automated system, CARES. The W-2 agency may accomplish this through a subcontract with a governmental agency.

Additionally, to ensure that application processing is completed without unnecessary delays, all W-2 agencies must assure that their Medicaid/BadgerCare administration plan allows non-W-2 related individuals, such as elderly and disabled, to establish a Medicaid application filing date. Applicants should not be sent to another site to begin the application process.

Response Items:

Describe your agency's plan for administering Medicaid/BadgerCare. Include the following in your response:

- a) How your agency will ensure the required delivery of the Medicaid/BadgerCare program; and
- b) How, if you are a non-government agency, your agency will ensure delivery of emergency Medicaid/BadgerCare cards.

7.2.9.2 Child Care

Summary:

The W-2 agency must determine eligibility for child care within the performance requirements developed by the Department and cooperate with the county or tribal child care administering agency to assist child care applicants and eligible families in finding appropriate child care.

Current state law requires W-2 agencies to determine eligibility for child care subsidies and to refer eligible individuals to local child administrative agencies (county departments of social or human services or tribal governing agencies with contracts to administer child care subsidies) for child care assistance.

A statewide automated system (CARES) uses data entered to establish eligibility, generate authorizations, make payments to providers, recover overpayments, and send notices to parents and child care providers.

Response Items:

Describe your agency's plan for Child Care services. Include the following in your response:

- a) How your agency will inform child care applicants and eligible families about child care subsidies and your agency's process to determine their needs for child care;

- b) How your agency will determine eligibility for child care applicants within the performance requirements established by the Department, including how your agency will assure a timely referral to the local child care administering agency and a timely response to child care applicants and participants, and including a flow chart of this process;
- c) How your agency and the Community Steering Committee will work to ensure an adequate and timely supply of child care, including infant child care, sick child care, second and third shift child care, weekend child care, and child care accessible for children with disabilities, for W-2 participants in subsidized and unsubsidized employment, W-2 applicants during job search and orientation activities, and other families eligible for child care;
- d) Your agency's plan for on-site or other contracted child care, including on-site and other contracted child care plans that your agency will use to provide child care for emergencies, child care for W-2 applicants during job search and orientation activities, child care needed during the transition into the work force, and to meet other child care needs. (W-2 agencies may contract with the Department for on-site or other contracted child care services.) If your agency is not contracting for child care or planning to, include how your agency will meet these child care needs; and
- e) Your agency's plan for administering the proposed statutory change. If your agency is not a county/tribal department of human/social services, include how your agency would administer the following child care functions:
 - i) setting maximum reimbursement rates;
 - ii) establishing child care authorizations;
 - iii) authorizing reimbursement payments; and
 - iv) certifying child care providers.

(If the W-2 agency is not a county department of human or social services or a tribal administrative agency, proposed statutory language may result in an obligation of the W-2 agency to administer all child care subsidy program responsibilities.)

7.2.9.3 Transportation

Summary:

Agencies must facilitate the transportation options necessary for participants to get to and from assigned work activities, education and training assignments and child care.

Response Items:

Describe your agency's plan for transportation services. Include the following in your response:

- a) Your agency's expectations of the Community Steering Committee (CSC) and Children's Services Network (CSN) for transportation services. (Agencies are required to work with the CSC and CSN to ensure that transportation options are available for people participating in W-2.);
- b) How your agency will ensure that transportation information is relayed to participants in an accurate and timely fashion;
- c) The resources in terms of staff hours or funding that your agency will dedicate to facilitating transportation options for W-2 participants (for example, if your agency will have a transportation coordinator), including the percentage of your allocation your agency will target to meeting participant's transportation needs;

- d) How your agency will address excessive travel, including any innovative solutions or ideas your agency would implement to lessen commute times for participants. (One of the most difficult challenges W-2 participants face to participation is excessive "multiple trip" commute times to and from child care and work and training activities.);
- e) Any proposals or ideas your agency has for partnering with other providers of employment and training services to facilitate group transportation solutions such as van and car pools, including information about if these proposals/ideas are regional in nature (i.e., more than one W-2 geographic area);
- f) The coordination strategies your agency will employ with entities such as Metropolitan Planning Organizations, employer's child care transportation providers, Private Industry Councils, Transit Operators and others to ensure easy access to appropriate transportation;
- g) The process your agency will use to accomplish timely and accurate reimbursement for transportation costs for both transportation providing agencies and participants; and
- h) How your agency will provide Medicaid transportation for qualified participants.

7.2.9.4 Employment Skills Advancement Program

Summary:

The Employment Skills Advancement Program (ESAP) is one source of financial aid designed to assist eligible low-income workers who have shown an attachment to the workforce, and who want to pursue education and training opportunities while working. The W-2 agency must provide ESAP grants to individuals who meet eligibility criteria.

Response Items:

Describe your agency's plan for the Employment Skills Advancement Program (ESAP). Include the following in your response:

- a) How your agency will ensure that eligibility determinations are processed for participants who request an ESAP grant;
- b) How your agency will track and report ESAP grant data;
- c) How your agency will provide appropriate outreach to encourage eligible individuals to take advantage of this program; and
- d) Your agency's plan, if any, for ESAP services to be provided by a subcontractor, and how your agency will monitor the subcontractor's delivery of ESAP.

7.2.9.5 Job Access Loans

Summary:

The Job Access Loans (JALs) provided by the W-2 program are designed to meet basic expenses related to obtaining or maintaining employment. JALs must be repaid in cash, or a combination of cash and in-kind activities.

The W-2 agency must comply with keeping CARS and CARES current in the same expense period as the loan is issued or repayment is collected.

Response Items:

Describe your agency's plan for Job Access Loans (JALs). Include the following in your response:

- a) How your agency will determine eligibility and need for JALs, including issuance of emergency payments within twenty-four (24) to ninety-six (96) hours of loan approval;

- b) Procedures your agency will use to ensure loans are repaid in full within the twelve (12) month repayment period, including the method for monitoring volunteer service hours which may be used as a repayment method; and
- c) How your agency's use of JALs will help people obtain/maintain employment.

7.2.9.6 Learnfare

Summary:

The W-2 agency shall be responsible for ensuring compliance with all aspects of Learnfare requirements by all school aged children subject to the school enrollment and Learnfare case management requirements under the W-2 program.

The W-2 agency will ensure that the Learnfare Case Management Plan is developed in cooperation with the child, the child's parent, school personnel, and other professionals who may already be engaged in working with the family in pertinent areas, or who will need to work with the family to ensure compliance with the Case Management Plan.

Response Items:

Describe your agency's plan to meet the Learnfare requirements. Include the following in your response:

- a) How your agency will enforce the Learnfare programs requirements for all school aged children living with a parent who is in a W-2 employment position, including the provision of case management services to target groups, determination of good cause, and the imposition of sanctions/fines for non-compliance;
- b) How your agency will provide a comprehensive overview of Learnfare requirements to all W-2 participants, verify the current enrollment of all school aged children, and determine whether or not a child is targeted for mandatory case management participation;
- c) How your agency will assure that Learnfare Case Management Plans for targeted youth are developed, monitored, and reassessed, at a minimum, every six (6) months. (The primary goal is for the child to achieve regular school attendance and successful completion of his or her plan.); and
- d) How your agency will ensure that all Learnfare procedures are followed prior to the imposition of any Learnfare penalty.

7.2.9.7 Refugee Cash Assistance and Refugee Medicaid

Summary:

The W-2 agency will be responsible for administering Refugee Cash Assistance and Refugee Medicaid.

The W-2 agency will administer Refugee Cash Assistance and determine eligibility for Refugee Medicaid in accordance with federal rules and regulations.

Response Items:

Describe your agency's plan for Refugee Cash Assistance and Refugee Medicaid. Include the following in your response:

Your agency's plans to administer the Refugee Cash Assistance and the Refugee Medicaid determinations, including who will determine eligibility, how services will be coordinated with voluntary resettlement agencies, and how applicants will be referred to refugee employment and training services.

7.2.9.8 Emergency Assistance

Summary:

The W-2 agency will be responsible for administering the Emergency Assistance program to eligible needy families.

Response Items:

Describe your agency's plan for Emergency Assistance. Include the following in your response:

Your agency's plan to administer the Emergency Assistance services to eligible needy families, including who will determine eligibility and how assistance will be provided in a timely manner.

7.2.9.9 Emergency Payments

Summary:

This is a voluntary program that a W-2 agency may choose to establish. The use of this type of program would be to assist a participant who has been placed in a W-2 T, CSJ, Trial Job or Custodial Parent of an Infant placement and is waiting for their first payment and is experiencing extreme hardship. An agency would have the option and flexibility to make a payment to the participant out of its agency funding. In order to implement an Emergency Payments program the W-2 agency must include this program as a part of their agency plan.

Response Item:

Describe your agency's plan for Emergency Payments. Include the following in your response:

Your agency's plan to implement a program for newly placed participants who are experiencing an extreme hardship financially. (If your proposal does not include this program, enter "None".)

7.2.9.10 Earned Income Credit

Summary:

The W-2 agency will be responsible for training participants on the advantages and availability of the Earned Income Credit.

Response Item:

Describe your agency's plan for Earned Income Credit, including, how your agency will educate and encourage W-2 participants to apply for the Earned Income Credit.

7.2.9.11 Minor Parents Services

Summary:

The W-2 agency shall provide services that will support the minor parent's completion of high school, encourage the use of family planning services, and improve parenting skills in order to strengthen the individual's ability to become an employed, self-sufficient adult.

Response Items:

Describe your agency's plan for services for minor parents. Include the following in your response:

- a) A list and brief description of the types of services that will be offered to minor parents by your agency and the methods for providing those services;
- b) How your agency will ensure the minor parent is informed of the broad range of community and government services available to assist minor parents;

- c) A list of the social service agencies that will be your agency's first points of referral when a minor parent is determined not to be living in an appropriate adult supervised living arrangement; and
- d) How your agency will work with schools and other community agencies to ensure that this population is aware of the services you provide.

7.2.9.12 Non-custodial Parent Services

Summary:

A non-custodial parent (NCP) may be eligible to receive some W-2 services if the custodial parent is participating in a W-2 employment position (subsidized or unsubsidized). This includes services such as basic skills training, job search, and job orientation services for non-custodial parents who meet the eligibility criteria found in the W-2 policy manual. The goal is to enable W-2 custodial parents to become self-sufficient by ensuring regular child support payments in combination with employment. In addition, a number of other programs in the state are targeted towards non-custodial parents to help them become financially able to pay child support.

Children First is a program that provides job search assistance, work experience, education and training and case management services to non-custodial parents. A non-custodial parent who has no current means of meeting a child support obligation may be ordered to participate in the program by the court. The child support agency or the W-2 agency can contract with the State to manage the program if cooperative agreements with the other agency and with the family court have been signed.

Response Item:

Describe the outreach activities your agency has taken and will undertake to provide non-custodial parents with information about the availability of W-2 services and other programs designed to help NCPs (such as Welfare to Work).

7.2.9.13 Child Support

Summary:

Child support payments are critical to the financial independence of single-parent families. Thus the W-2 agency is an important link between the W-2 applicant and the child support agency (CSA).

Upon an applicant's request for information about W-2, the W-2 agency will:

- discuss child support as an important long-term source of income to the family;
- discuss the availability of child support services, and the types of services available;
- discuss the pass-through status under the Child Support Demonstration;
- inform applicants that they must cooperate with the CSA as a condition of eligibility to participate in W-2, food stamps, Medicaid/BadgerCare and child care;
- inform applicants that a good cause exemption from cooperating with child support can be requested and facilitate the process for doing so.

The W-2 agency will encourage the CSA to out-station staff at the Job Center/W-2 agency.

All W-2 applicants will be referred to the CSA in one of the following ways:

- Participants who have applied for W-2 but not yet found eligible, will be given a coupon for child support services and directed to visit the child support agency, or the CSA staff out-stationed at the Job Center.
- For clients who have been found eligible for W-2, food stamps, Medicaid/BadgerCare and child care; the W-2 worker will complete the appropriate screens in CARES to send the referral to KIDS.

For on-going cases, the W-2 worker will discuss the client's child support pass-through status at subsequent follow-up visits and make note of such discussions in the CARES comments.

All W-2 workers will have access to necessary information about child support payments made to families, for the purposes of determining eligibility for services. Such access will be available as follows:

- By obtaining direct on-line query access to KIDS for all workers who have need for child support information or;
- By obtaining on-line query access to KIDS, for selected workers who will be used as resources for child support information by workers who do not have such access.

All workers who have access to KIDS must attend State-provided training sessions that will give them adequate knowledge to use the system effectively and must adhere to confidentiality requirements.

Response Items:

Describe your agency's plan for Child Support. Include the following in your response:

- a) How your agency will give workers access to necessary child support information in KIDS to insure that workers can process applications accurately;
- b) How your agency will process referrals for non-cooperation with child support participation requirements and determine good cause for failure to cooperate, including (i) who will be responsible for handling non-cooperation, (ii) the timeframe in which good cause decisions will be rendered and (iii) the process used to determine if good cause for noncooperation exists; and
- c) How your agency will ensure that W-2 staff complete the appropriate CARES screens in order to provide the CSA with all necessary information.

7.2.10 Administrative Functions

Summary:

The W-2 agency with more than 50 authorized permanent full-time equivalent positions will prepare and implement a plan of action to employ individuals participating in the W-2 program to be made part of the Affirmative Action/Civil Rights Compliance Plan.

The W-2 agency with 50 or fewer authorized permanent full-time equivalent positions is encouraged to employ individuals participating in the W-2 program.

The W-2 agency will maintain, for public inspection, a monthly report showing the names of all persons receiving benefits together with the amount paid during the preceding month. Within seven (7) business days after the record is inspected, or on the next regularly scheduled communication with that person, whichever is sooner, the W-2 agency shall notify each person whose name and amount of aid was inspected that the record was inspected and the name and address of the person making such inspection.

Except as provided by Wisconsin Statute, the W-2 agency will keep participant records confidential and will properly dispose of them in accordance with State and Federal rules and policies.

The W-2 agency will provide participant records and all information requested by the Department, some of which may not be maintained in CARES.

The W-2 agency is required to apply and to enforce sanctions. When an individual receives three strikes (each sanction results in a strike) for refusal to participate three times in any Wisconsin Works employment position component they become ineligible to participate in that component for life. Refusal or failure to participate, discharge for good cause, voluntary employment departure or other demonstrations of refusal to participate is an action warranting sanction. Three intentional program violations (IPV) will also result in the participant being ineligible for this program, for life.

The W-2 agency shall determine good cause and shall impose the appropriate sanction with notice to participants.

7.2.10.1 Quality Control

Summary:

The W-2 agency shall operate an internal quality assurance system designed to prevent, detect and correct errors related to eligibility and grant determination, and to regularly assess the quality of services provided. The agency determining the W-2 eligibility is responsible for the accuracy of the program administration, regardless of which agency issues the benefit. Results from internal review processes must be available to Department staff upon request.

The Department, through the Office of Quality Assurance and Bureau of Employment and Program Operations (BEPO), randomly reviews cases within CARES. During this routine process of reviewing, accuracy and timeliness of required actions are assessed. When errors are detected the Department informs the W-2 Agency of a thirty (30) calendar day time frame for completion of the corrective action. The W-2 agency shall be responsible for completing the corrective actions necessary for all identified errors, and shall document corrections within the time frames prescribed by the Department.

Penalties may be imposed under a variety of circumstances including, but not limited to:

- a failure to correctly calculate a benefit amount or eligibility (either over or under), which could have been prevented by complying with the Department's Policies and Procedures;
- a failure to correct an error identified by the Department as a part of a quality control review or other review; and
- a failure to submit and effectively implement an approved quality assurance plan.

The amount assessed the W-2 agency for each penalty may be adjusted each calendar year.

Response Items:

Describe your agency's plan for Quality Control. Include the following in your response:

- a) The internal quality control process your agency will use to track agency performance in the timeliness of data entry and the accuracy of data entered in CARES;
- b) How your agency will periodically assess if workers are taking appropriate actions in the management of their cases, including but not limited to, whether applicants and prospective applicants are being offered the full range of services available to meet their needs;
- c) How your agency will monitor the level of customer service provided to clients, including but not limited to, timeliness in returning phone calls and responding to requests for appointments, overall courtesy displayed by workers toward clients;
- d) The process your agency will follow in the event that the internal quality control system shows that improvement is needed in certain areas, or the need for corrective action is identified by the Department; and
- e) What steps your agency will take in response to a quality assurance letter informing your agency of an error in a W-2 case.

7.2.10.2 Dispute Resolution and Fact Finding

Summary:

The agency shall establish the appropriate dispute resolution process for applicants or participants to request a review of the W-2 agency's actions, either Fact Finder or Fair Hearing, as prescribed by the administrative rules. Notice of Appeal rights will be

discussed with applicants and participants at the time of application. For every negative action, denial, or sanction, a notice is automatically generated by the CARES system, again explaining the client's right to appeal.

Individuals who believe that an agency decision regarding any component of W-2 (e.g., employment positions, Job Access Loans, Child Care, Learnfare, Emergency Assistance) is incorrect, may request a Fact Finding Review by the W-2 agency within forty-five (45) calendar days of the agency's decision. W-2 payments shall not be continued pending the Fact Finding Decision, with the exception of requests for a Fact Finding Review within ten (10) calendar days of the notice due to a Learnfare penalty.

Response Items:

Describe your agency's plan for dispute resolutions and Fact Finding. Include the following in your response:

- a) Your dispute resolution and Fact Finding processes; and
- b) How your agency will advise W-2 participants of their right to appeal denial or termination decisions.

7.2.10.3 Benefit Overpayment Recovery

Summary:

Claims shall be established on CARES, regardless of error type, within thirty (30) calendar days of discovery. W-2 agencies are responsible for the establishment of W-2 related overpayments and their recovery, which includes W-2, Job Access Loans, and child care overpayments.

In addition, the W-2 agencies shall establish procedures for recovering of overpayment claims and accounting for collections as required by the Department's Policies and Procedures established in accordance with sections 49.195(3) and 49.161 of the Wisconsin Statutes.

Response Item:

Describe your agency's plan for recovering benefit overpayments recovery, including how your agency will determine overpayments, recovering overpayments and establishing claims for reimbursement.

7.2.10.4 Public Assistance Fraud

Summary:

Fraud Prevention and Detection. Front-end verification (FEV) is the initial fraud prevention and detection approach, and must be applied to verification and referrals for all services and benefits provided. Agencies must initiate fraud prevention activities based on an error-prone profile, as described in the Department's Income Maintenance Manual. The agency determining the eligibility is the agency responsible for the prevention and detection activities, regardless of which agency issues the benefit. Additional information sources used shall include, but not be limited to, automated cross matches generated by the Department.

Fraud Investigations. The W-2 agency shall make a referral to the state designated investigative service provider, as described in the Department's Policies and Procedures, to perform investigations of allegations of overpayment and potential fraudulent activity in the W-2 program, by both clients and service providers. An Intentional Program Violation (IPV), a.k.a. fraud, is defined as a situation when anyone who, with knowledge and purpose, (a) made false statements, (b) suppressed facts, (c) misrepresented circumstances, (d) or failed to report a change in circumstances, in order to obtain or maintain eligibility for any W-2 services, including child care. Procedures set by the Department shall assure that the W-2 agency will cooperate with the prosecution of fraud cases relating to income

maintenance/public assistance programs specified in s. 49.197(3) Wisconsin Statutes. The W-2 agency shall cooperate with Department requests for information in connection with Department fraud inquiries in accordance with section 49.143(2)(f) and section 49.143(5) of the Wisconsin Statutes.

Impose Penalties for IPV Determinations. The W-2 agency is responsible for the complete and accurate reporting of the fraud referral and investigation in CARES, specified by Department policies and procedures in accordance with Wisconsin statutes and federal regulations. W-2 agencies have the option of establishing local agreements to delegate these activities if appropriate.

Response Items:

Describe your agency's plan for fraud prevention and detection, fraud investigations and imposing penalties for IPV's. Include the following in your response:

- a) How your agency has and will refer potential fraud for investigation to the State's contracted agency for fraud investigations;
- b) Your agency's plan for fraud prevention activities; and
- c) Your agency's plan for accurate reporting of fraud referrals and investigations

7.2.11 Transition Responsibilities of a New W-2 Agency

Summary:

New W-2 agencies awarded a contract for the first time for a geographic area will be able to access "start-up" (transition) funds to begin transition activities as soon as the contract to provide W-2 and related programs is signed.

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. 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 through the DES Administrator's Memo Series. The additional start-up funding amount available to the new W-2 agency also will be issued at a later date.

If a new agency does not have adequate time for transition before January 1, 2000, the Department strongly encourages the new agency to subcontract with an existing W-2 agency to continue to provide some or all services until the new agency has completed the transition. All transition activities must be complete by March 31, 2000.

New W-2 agencies are encouraged to seek technical assistance and guidance during the transition period from the DES Contract Managers.

New W-2 agencies being awarded a W-2 contract for the first time for a W-2 geographic area are required to prepare a transition plan and timeline and submit it to the DES Contract Manager within thirty (30) calendar days of the Department's Notice of Intent to Award a contract.

The Transition Plan and Timeline must include the following elements:

- Agency site acquisition(s);
- Recruiting/Hiring staff;
- Client notifications of agency transition;
- Obtaining state policy materials for all staff;
- Extensive new worker training, including Policy and CARES;
- Installation of data line(s) to state's data center;
- Acquisition/installation of servers, workstations, printers, and other office equipment;

- Obtaining CARES access, Internet access, printing and individual worker access to CARES;
- Transfer of previous sub-contract service providers and the acquisition of new sub-contract service providers, as appropriate;
- Transition of cases to new agency staff;
- Designating a Security Officer;
- Designating a Functional Agency Security Liaison (FASL);
- Securing office records such as keeping confidential information secured;
- Training staff on department security requirements;
- Introduction to DES Processes, such as Call Center, Operations Memo's, Administrator's Memos and other such communication tools;
- Begin to establish relationships/interagency agreements with all other public service agencies listed in the coordination/collaboration section;
- Establish or maintain the Community Steering Committee; and
- Establish or maintain the Children Services Network.

Response Items:

Describe your agency's plan for transition as a new W-2 agency (if applicable). Include the following in your response:

- a) A detailed and specific plan to describe how your agency will work with the existing W-2 agency to facilitate a smooth transition for participants;
- b) Any experience your agency has in agency or service transitions of this nature, including your response to difficult situations encountered, and how they were resolved; and
- c) A detailed timeline with the above elements laid out over the transition period. (The transition timeline must include at least the above elements, although not necessarily in the order listed. Agencies are encouraged to add additional information or describe other steps in the transition as appropriate.)

7.3 Coordination And Collaboration

7.3.1 General Coordination and Collaboration

Summary:

The W-2 agency must establish and maintain effective strategic and functional relationships with W-2 related community service providers and other partners. Some example organizations include but are not limited to:

- Advocates
- Child Care Providers
- Child Support Agencies
- Community Based Organizations
- County and Tribal Governments
- County/Tribal Departments
- DWE Job Service
- DVR
- Private Industry Councils/Workforce Development Boards
- Faith Based Organizations
- Food Pantries
- Homeless Shelters
- Housing Providers
- Public Health Agencies
- Refugee Organizations
- Transportation Providers
- Tribal Organizations
- Specialized Treatment Providers (e.g., AODA, Mental Health)

W-2 agencies should work to avoid duplication of services available from or through other community resources including but not limited to those listed earlier in this section and/or currently available through the Job Center. Proposals that do not duplicate currently available services will likely score higher than those that do.

Model A or Model B service delivery (or equivalent) as described in Appendix H to the RFP is required unless specifically waived by the Department. Model C, D or E or other configurations are not acceptable service delivery options without a compelling reason. For purpose of this provision, the Department shall be sole judge of "equivalent" and "compelling."

If your agency will not be proposing Model A or Model B service delivery, include a detailed justification as to why Models A or B are not viable proposals for the geographic area(s) included in your proposal. Possible considerations may include, but are not limited to, there is no Job Center in the geographic area or insufficient space in the Job Center. In the case of insufficient space, include confirmation from the Job Center partners and support your justification. If waived from Model A or B by the Department, proposals resembling Model C will likely score higher than Model D, which will likely score higher than Model E.

The Department shall be sole judge of acceptable service delivery requirements, and failure by your agency to propose a suitable collocation proposal may result in disqualification.

Response Items:

Describe your agency's plan for coordination and collaboration. Include the following in your response:

- a) Your agency's approach to establishing and maintaining effective working relationships with all partners and providers in your community. (Be as specific as possible to include the agencies listed above.);
- b) If your agency is not a government department, include an example Memorandum of Understanding (MOU) or similar agreement your agency will seek with a government entity to ensure collaboration for entitlement programs that must be administered by a public employee (e.g., food stamps, Medicaid/BadgerCare) and include how your agency will coordinate with the government entity to facilitate child care authorizations;
- c) How coordination agreements and their performance will be monitored and periodically evaluated by your agency;
- d) The efforts your agency will take in orienting the partners and providers listed above as to the services your agency will provide and the general nature of the W-2 program, including the role the Community Steering Committee will take in this process;
- e) Any past experiences your agency has encountered where coordination was difficult and what steps you took to overcome these situations;
- f) The strategies your agency will employ to coordinate services relating to programs such as Community Reinvestment, Welfare-to-Work, the TANF Employment Transportation Grant, and other service programs that may be under the purview of non-W-2 agencies. (Coordination with other agencies and partners also lends itself to coordinating W-2 services with services other agencies may be providing to the participant.);
- g) The procedures your agency will use to coordinate the delivery of services to individuals who receive services from more than one program and how program participant information will be exchanged with the other partner agencies serving these individuals;

- h) How your agency will deliver W-2 and related programs through the Job Center service delivery system within the framework of the Partnership for Full Employment. If your agency will not deliver W-2 and the related programs in a Job Center, explain why;
- i) Your agency's current and proposed coordination efforts and relationship with the Job Center and other partner agencies. Indicate whether your agency has an agreement with other partner agencies on how services will be provided through the Job Center. Include how your agency will participate in Job Center staff teams in areas such as employer relations, management of the Job Center, and on the LCPT. Include how your agency will provide access to a copy of the W-2 Plan for the LCPT and others interested in the W-2 Plan;
- j) The model of Job Center operation that will be used at the time of contract implementation and planned changes over the duration of the Contract. (See Models for W-2 Service Delivery Within the Job Center System, Appendix H to the RFP.); and
- k) The methodology your agency will employ to ensure a smooth transition for participants who are transferring to your agency from another W-2 agency, including how CARES will be used in this process.

7.3.2 **Community Steering Committee**

Summary:

The W-2 agency must ensure that a Community Steering Committee (CSC) is established and/or maintained in each geographic area served within sixty (60) calendar days of the effective date of the contract. Membership should reflect the diversity of the persons to be served. The CSC must be chaired by a member representing local business interests.

Response Items:

Describe your agency's plan for a Community Steering Committee (CSC). Include the following in your response:

- a) A plan and task schedule for establishing and/or maintaining a CSC within sixty (60) calendar days of the effective date of the contract;
- b) How the CSC will be coordinated with the membership and functions of existing councils and boards (for example, PIC/WDB, Literacy Council, LCPT, Technical College Board);
- c) How often the CSC in your geographic area will meet;
- d) An overview of the CSC membership, including an organizational chart, with subcommittees, and a description their charge(s) and accomplishments (if past tense), and including:
 - i) How your agency will recruit and/or maintain a member of the business community to chair the CSC in coordination with the County Chief Executive Officer/Tribal Chair; and
 - ii) What methods your agency will use to recruit and train other CSC members;
- e) The strategies your agency will employ in involving the CSC to create or enhance resources available in the community to address special issues faced by the W-2 agency and the local population;
- f) How CSC members will contribute to job leads, OJT opportunities, entrepreneurial activities, or mentorship programs; and

- g) The process the CSC will employ to receive input from community providers who are not CSC members (for example, representatives from area housing authorities, AODA treatment providers, transportation officials, and domestic abuse advocates).

7.3.3 Children Services Network

Summary:

The W-2 Agency must develop a Children Services Network (CSN) which provides a link to community services for children and families who often do not have personal networks in the community and assist them in developing networks. The CSN must provide information regarding:

- charitable food centers
- charitable clothing centers
- subsidized and low income housing
- transportation subsidies
- special services for children with disabilities
- WIC
- financial literacy resources
- financial counseling
- emergency/homeless shelters
- child care programs
- workplace protections
- child welfare services
- public health and other health services
- domestic abuse and sexual assault victim services

Response Items:

Describe your agency's plan for a Children Services Network (CSN). Include the following in your response:

- a) A plan which includes the roles and responsibilities of the CSN;
- b) How the CSN will collaborate with the Community Steering Committee, Child Welfare system, existing networking groups, and community organizations;
- c) How individuals will be referred and access information/services; and
- d) How the CSN will be maintained as a current functional tool for your agency's staff.

7.4 Cost Proposal

Summary:

7.4.1 Contract Pricing and Payment - General Provisions

Contract funding caps are established for each geographic area based on weighted caseloads and the assumptions used in the development of the W-2 and related budget submitted to the Legislature. The caps are adjusted for geographic areas with: a) significant refugee population, and b) significant percentage of participants requiring intensive assistance.

The contracts with W-2 agencies will be for a fixed price based on the funding cap described above or the proposed cost by the selected proposer, whichever is less.

An adjustment mechanism will be developed to increase total contract amounts to reflect significant changes in the statewide economy in the local economy, or other critical cost assumptions used in the RFP, if necessary. The Department will have discretion over the distribution of these contingency funds.

If, during the Contract Term, the W-2 Agency believes that there have been significant changes in the statewide economy or the local economy, or in other critical cost assumptions used in the RFP, which affect the W-2 Agency's ability to deliver services, the W-2 Agency may present a proposed modified plan to the Department for review. The Department will respond promptly to such a proposed plan in making its decision on any adjustment to total contract amounts or on the distribution of contingency funds.

The contract allocation amounts will include funds for the cash payments for participants under W-2 T, CSJs and Custodial Parent of an Infant Payment even though the Department will make the payments on behalf of the W-2 agency.

7.4.2 **Caseload Assumptions**

The caseload used for allocations is comprised of W-2 cash recipient, W-2 case management, Food Stamp Employment and Training, Child Care only, Non-Custodial Parents and Diversion from W-2 cases. A relative weight is applied to each case type as a measure of workload. See Appendix C to the RFP - Chart 2.

7.4.3 **Contract Funding Caps**

Appendix C to the RFP provides the maximum funding available by geographic area for the W-2 agency. In an area where the existing W-2 agency has met the Right of First Selection, this amount represents the total amount for the Cost Proposal.

In a geographic area open for competitive proposals (where the existing W-2 agency did not meet the Right of First Selection or did meet Right of First Selection and did not elect to operate W-2 and related programs), the proposer agency must specify its cost. The cost must not exceed the amount identified for the geographic area on Appendix C to the RFP. Cost will be a factor in the awarding of points to determine the selected W-2 agency.

Response Item:

Complete the Cost Proposal form, Attachment G to the Proposal.

8. ATTACHMENTS TO THE PROPOSAL

8.1 Attachment A: Proposer Agency Identification Form (Required)

1	W-2 geographic area(s) covered by this proposal			
2	Proposer Agency Name and Address			
3	Federal Employer Identification Number (FEIN)			
4	Agency Type: (check all that apply)			
	<input type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Government <input type="checkbox"/> For Profit <input type="checkbox"/> Individual <input type="checkbox"/> General <input type="checkbox"/> County <input type="checkbox"/> Non-profit <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Limited <input type="checkbox"/> Tribe <input type="checkbox"/> Other _____ <input type="checkbox"/> Municipality			
5	Consortium			
	Name(s) of members:			
		Name, Official Title, and Mailing Address	Phone/FAX Numbers	INTERNET e-mail address
6	Proposer agency director		Phone:	
			Fax:	
7	Person responsible for program, day-to-day operations		Phone:	
			Fax:	
8	Person responsible for fiscal day-to-day operations		Phone:	
			Fax:	
9	Person responsible for equal opportunity for applicants and employees		Phone:	
			Fax:	
10	Person to be named as the W-2 Agency's Contract Manager in the W-2 Contract		Phone:	
			Fax:	

8.2 Attachment B: Proposer Agency References Form (Required)

[Provide address, contact person, telephone number, and appropriate information of agencies or individuals which the Department can contact for reference in regard to work performed related to services required.]

Agency/Individual _____

Contact Person _____ Title _____

Street Address _____

City _____ State _____ Zip Code _____

Telephone _____ Fax _____ E-mail _____

Work/Service Performed _____

Agency/Individual _____

Contact Person _____ Title _____

Street Address _____

City _____ State _____ Zip Code _____

Telephone _____ Fax _____ E-mail _____

Work/Service Performed _____

Agency/Individual _____

Contact Person _____ Title _____

Street Address _____

City _____ State _____ Zip Code _____

Telephone _____ Fax _____

Work/Service Performed _____

8.2 Attachment B: Proposer Agency References Form (continued)

Agency/Individual _____
Contact Person _____ Title _____
Street Address _____
City _____ State _____ Zip Code _____
Telephone _____ Fax _____ E-mail _____
Work/Service Performed _____

Agency/Individual _____
Contact Person _____ Title _____
Street Address _____
City _____ State _____ Zip Code _____
Telephone _____ Fax _____ E-mail _____
Work/Service Performed _____

8.3 Attachment C: Affidavit Form (Required)

THIS COMPLETED AFFIDAVIT MUST BE SUBMITTED WITH THE PROPOSAL.

Please indicate below if claiming a proposer preference.

- Minority Business Preference (section 16.75(3m) of the Wisconsin Statutes) - Must be certified by the Wisconsin Department of Commerce. If you have questions concerning the certification process, contact the Wisconsin Department of Commerce, 8th Floor, 123 W. Washington Ave., P.O. Box 7970, Madison, Wisconsin 53707-7970, (608) 267-9550.

The materials covered in our proposal were manufactured in whole or in substantial part within the United States, or the majority of the component parts thereof were manufactured in whole or in substantial part in the United States.

- Yes No Unknown

In signing this proposal we also certify that we have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free trade; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer competitor or potential competitor; that this proposal has not been knowingly disclosed prior to opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

In signing this proposal we also certify that no relationship exists between our agency and the Department that interferes with fair competition or is a conflict of interest, and no relationship exists between our agency and another person or organization that constitutes a conflict of interest with respect to a State contract.

We will comply with all terms, conditions, and response items required by the state in this Request for Proposal and the terms of our proposal. The W-2 agency will comply with the Department's Policies and Procedures.

Authorized Representative _____ Title _____

Authorized Representative _____ Date _____
Signature

Company Name _____ Telephone _____

8.4 Attachment D : Designation Of Confidential And Proprietary Information Form (Optional)

STATE OF WISCONSIN
DOA-3027 N(R01/98)

The attached material submitted in response to Bid/Proposal DWD-1808-GS includes proprietary and confidential information which qualifies as a trade secret, as provided in section 19.36(5) of the Wisconsin Statutes, or is otherwise material that can be kept confidential under the Wisconsin Open Records Law. As such, we ask that certain pages, as indicated below, of this bid/proposal response be treated as confidential material and not be released without our written approval.

Prices always become public information when bids/proposals are opened, and therefore cannot be kept confidential.

Other information cannot be kept confidential unless it is a trade secret. Trade secret is defined in section 134.90(1)(c) of the Wisconsin Statutes as follows: "Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

We request that the following pages not be released

Section	Page #	Topic

IN THE EVENT THE DESIGNATION OF CONFIDENTIALITY OF THIS INFORMATION IS CHALLENGED, THE UNDERSIGNED HEREBY AGREES TO PROVIDE LEGAL COUNSEL OR OTHER NECESSARY ASSISTANCE TO DEFEND THE DESIGNATION OF CONFIDENTIALITY AND AGREES TO HOLD THE STATE HARMLESS FOR ANY COSTS OR DAMAGES ARISING OUT OF THE STATE'S AGREEING TO WITHHOLD THE MATERIALS.

Failure to include this form in the bid/proposal response may mean that all information provided as part of the bid/proposal response will be open to examination and copying. The state considers other markings of confidential in the bid/proposal document to be insufficient. The undersigned agrees to hold the state harmless for any damages arising out of the release of any materials unless they are specifically identified above.

Company Name _____

Authorized Representative _____
Signature

Authorized Representative _____

Date _____

8.5 Attachment E: Certification Regarding Debarment And Suspension Form (Required)

The undersigned (authorized official signing for the applicant organization) certifies to the best of his or her knowledge and belief that the applicant defined as the primary participant in accordance with 45 CFR Part 76, and its principles:

- (a) are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency.
- (b) have not within a 3-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statement, or receiving stolen property;
- (c) are not presently indicated or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) have not within a 3-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

Should the applicant not be able to provide this certification, an explanation as to why should be placed after the assurances page.

The applicant agrees that it will include, without modification, the clause titled "Certification Regarding Debarment, Suspension, In-eligibility, and Voluntary Exclusion-Lower Tier Covered Transaction". Appendix B to 45 CFR Part 76 in all lower tier covered transactions (i.e., transactions with subgrantees and/or contractors) and in all solicitations for lower tier covered transactions.

BY _____
(Signature of official authorized to sign)

Date _____

8.6 Attachment F: Lobbying Forms (Required)

8.6.1 Attachment F (1) : Certification Regarding Lobbying Form (Required)

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

By _____
(Signature of Official Authorized to Sign Application)

Date: _____

For: _____
Name of Provider

Title of Program

DISCLOSURE OF LOBBYING ACTIVITIES
CONTINUATION SHEET

0348-0046
(cont.)

Reporting Entity: _____ Page _____ of _____

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Use the SF-LLL-A Continuation Sheet for additional information if the space on the form is inadequate. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
 2. Identify the status of the covered Federal action.
 3. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
 4. Enter the full name, address, city, state and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
 5. If the organization filing the report in item 4 checks (Subawardee), then enter the full name, address, city, state and zip code of the prime Federal recipient. Include Congressional District, if known.
 6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
 7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
 8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., #RFP-90-001.
 9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
 10.
 - (a) Enter the full name, address, city, state and zip code of the lobbying entity engaged by the reporting entity identified in item 4 to influence the covered Federal action.
 - (b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
 11. Enter the amount of compensation paid or reasonable expected to be paid by the reporting entity (item 4) to the lobbying entity (item 10). Indicate whether the payment has been made (actual) or will be made (planned). Check all boxes that apply. If this is a material change report, enter the cumulative amount of payment made or planned to be made.
 12. Check the appropriate box(es). Check all boxes that apply. If payment is made through an in-kind contribution, specify the nature and value of the in-kind payment.
 13. Check the appropriate box(es). Check all boxes that apply. If other, specify nature.
 14. Provide a specific and detailed description of the services that the lobbyist has performed, or will be expected to perform, and the date(s) of any services rendered. Include all preparatory and related activity, not just time spent in actual contact with Federal officials. Identify the Federal official(s) or employee(s) contacted or the officer(s), employee(s), or Member(s) of Congress that were contacted.
 15. Check whether or not a SF-LLL-A Continuation Sheet(s) is attached.
- Public reporting burden for this collection of information is estimated to average 30 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, D.C. 20503.
16. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

8.7 Attachment G: Cost Proposal Form (Required)

Proposer Agency Name: _____

W-2 Geographic Area: _____
(Complete a separate form for each geographic area or consortium)

Total must not exceed the Contract Total provided in Appendix C to the RFP - Chart 1 for the geographic area(s).

Item	Cost
a) Personnel (salary and fringe benefits)	\$
b) Operational Expenses (e.g., participant services, space, travel, supplies)	\$
c) Sub-Contracts	\$
d) Administrative (must not exceed fifteen percent (15%) of total expenditures)	\$
e) Other (specify)	\$
f) Benefits (CSJs, W-2 T, Trial Jobs, Custodial Parent of an Infant)	\$
g) Total	\$

- a) Personnel – Identify all projected costs associated with W-2 agency employees’ salary and fringe benefits (except as identified under Administrative) related to delivery of services for W-2 and related programs.
- b) Operational Expenses – Identify projected costs which are necessary for the operation and delivery of services for W-2 and related programs.
- c) Sub-Contracts – Identify projected costs allocated for delivery of W-2 and related program services by all third party sub-contractors.
- d) Administrative – Enter projected costs which are necessary for administrative oversight of W-2 and related programs and are not directly related to delivery of services for W-2 and related programs. This includes costs associated with Agency Management Support and Overhead (AMSO) that are allocated to W-2 and related programs and other costs. (See Appendix B to the RFP: Definitions and Acronyms .)
- e) Other - Identify projected costs not otherwise identified in a) through d) for W-2 and related programs and specify the type of cost.
- f) Benefits – Identify the agency’s projected cash payment benefit costs associated with W-2 T, CSJ, Trial Jobs participants and Caretakers of an Infant.
- g) Total (for period 1/1/00 through 12/31/01) of lines a) through f).

9. APPENDIXES TO THE RFP

9.1 Appendix A: Contents Of Procurement Library

<i>Document Name</i>	<i>Paper (P) or Electronic (E)</i>	<i>Internet Address if electronic</i>
Policy and Procedure Documents		
Wisconsin Works (W-2) Manual	P	
Wisconsin Food Stamp Handbook	P	
Wisconsin Medicaid Handbook	P	
Food Stamp Employment and Training Program Manual	P	
Other Programs Manual	P	
Income Maintenance Manual	P	
Child Day Care Manual	P	
BWI Operations Memos	P	
DES Administrator's Memos	P	
Computer Security Publication (plus insert)	P	
Community Reinvestment	P	
Welfare to Work (WtW) Program Guide	P	
Community Steering Committee Development Guide	P	
Wisconsin Works (W-2) Financial Management Manual	P	
Department of Workforce Development Civil Rights Compliance Standards and Resource Manual	P	
Bureau of Management and Operations Fiscal Memos	P	
Y2K Agency Requirements and Contingency Plan Guidelines	P	
Training Requirements (DES) Administrator's Memos 98-36 Economic Support Required Training and 98-37 1999 Wisconsin Works (W-2) Required Training	P	
Wisconsin Child Support Procedures	P	
Wisconsin Child Support Policy and Program Administration	P	
1999 Job Center Standards	P	
Job Center Allocation Memo	P	
Electronic Benefits Transfer Administrative Code (DWD 14) Draft	P	

Appendix A: Contents Of Procurement Library (continued)

Reference Documents		
W-2 Administrative Code (DWD 12)	E	http://www.legis.state.wi.us/rsb/code/dwd/wd011toc.htm
State Statutes Chapters 46, 48, 49, 767	E	http://www.legis.state.wi.us/Statutes.html
Budget Bill 1999-2001	E	http://www.legis.state.wi.us/cgi-bin/billinfo.pl
State TANF Plan	E	http://www.dwd.state.wi.us/desw2/Witanf.html
TANF Federal Regulations	E	http://www.acf.dhhs.gov/hypernews/tanf
Workforce Investment Act	E	http://www.usworkforce.org
Caseload statistical information, current and historical, by agency	P	
Current Wisconsin Works (W-2) Contract and all Amendments	P	
DES, Bureau of Employment and Program Operations, Regional Offices, Staff and Assignments	P	
Listing of Workforce Development Areas	P	
Labor Market Standards	P	
Philosophy of Partnership for Full Employment	P	
Current Directory of Job Center Sites and Contacts	P	
Workforce Investment Act (WIA)	E	http://www.usworkforce.org (federal) http://www.dwd.state.wi.us/dwdwia (state)
Plain English Version of WIA	P	
State of Wisconsin Minority Business Program	P	http://www.doa.state.wi.us/dsas/mbe.htm

To view certain Internet documents it is necessary to have Adobe Acrobat Reader 3.01 or higher on your computer.

9.2 Appendix B: Definitions And Acronyms

The following definitions are used in this RFP unless defined otherwise in context:

Allowable Costs: costs identified as allowable in the Department's "Wisconsin Works (W-2) Financial Management Manual."

ABAWD: the acronym used to identify Able-Bodied Adult Without Dependents.

Administrative Costs: expenses for administration of W-2 and related programs, including AMSO and other expenses defined as administration by federal regulations governing the W-2 and related programs, may not exceed fifteen percent (15%) of the total reported expenses as identified in CARS. Appendix K to the RFP includes section 273.0 (b) of the proposed federal regulation relating to TANF.

Agency Management Support and Overhead: expenses for agency management support and overhead as identified in the Department's Policies and Procedures which must be included in Administrative Costs.

AMSO: the acronym used to identify Agency Management Support and Overhead.

ANSE: the acronym used to identify a CARES screen titled School Enrollment.

AODA: the acronym used to identify Alcohol and Other Drug Abuse.

Applicant: an individual who applies for any service of the W-2 and related programs including support services.

BadgerCare: BadgerCare is a major health care initiative designed to fill gaps between Medicaid and private insurance without supplanting private insurance. It will extend health care coverage to low-income families with children (income below 185% of the federal poverty level (FPL) with ongoing eligibility through 200% FPL) through a Medicaid expansion under Titles XIX and XXI of the Social Security Act.

BMO: the acronym used to identify the Bureau of Management and Operations.

Bureau of Management and Operations: a subunit of the Department of Workforce Development.

Bureau of Welfare Initiatives: a subunit of the Department of Workforce Development

Business day: Monday through Friday except State holidays as defined in the Wisconsin Statutes.

BWI: the acronym used to identify the Bureau of Welfare Initiatives.

CARES: the acronym used to identify the Client Assistance for Re-employment and Economic Support System.

CARS: the acronym used to identify the Community Aids Reporting System.

CFR: the acronym used to identify the Code of Federal Regulations.

Client Assistance for Re-employment and Economic Support System: Wisconsin's automated eligibility determination, benefit calculation and management system for the W-2, Child Care, food stamp, and Medicaid programs.

CMC: the acronym used to identify Case Management Caretaker of an Infant.

Appendix B: Definitions And Acronyms (continued)

Community Aids Reporting System: an expense reporting system used to make payments to W-2 agencies under contract with the Department.

Community Reinvestment: the programs described in a plan approved by the Department funded and under the forty-five (45) percent restricted funding provided under the W-2 Contract for the contract period September 1, 1997, through December 31, 1999.

Community Service Job: one of the work experience and training components in the W-2 program.

Community Steering Committee: a group of individuals appointed in accordance with and for the purposes identified in section 49.143(2) of the Wisconsin Statutes.

Contingency Fund: funds available, at the Department's sole discretion, to adjust for budgeted cost shortfalls resulting from material changes to budget assumptions, including, but not limited to: applicable law, statewide economic indicators, and local economic factors.

Contract: the agreement to be executed between a selected proposer agency and the Department to accomplish the purposes specified in this RFP.

Contract Manager: the Department regional staff who will manage the W-2 contracts on a daily basis.

Contract Term: the time period of January 1, 2000, through December 31, 2000.

Corrective Action: action the Department deems necessary to remedy noncompliance with the Contract.

CSA: the acronym used to identify the Child Support Agency.

CSC: the acronym used to identify the Community Steering Committee.

CSJ: the acronym used to identify the Community Service Job.

CSN: the acronym used to identify the Children Services Network.

Custodial parent: means with respect to a dependent child, a parent who resides with the dependent child and, if there has been a determination of legal custody with respect to the dependent child, has legal custody.

Custodial parent of an Infant Payment: W-2 payment allowed up to twelve (12) weeks to provide time to bond with a newborn child.

Department: the Wisconsin Department of Workforce Development.

Department of Administration: the Department which administers State comptroller functions.

Department's Policies and Procedures: the policies and procedures listed in Appendix F to the RFP.

Dependent child: a person who resides with a parent and who is under the age of 18 or, a person under the age of 19 if the person is a full-time student at a secondary school or a vocational or technical equivalent and is reasonably expected to complete the program before attaining the age of 19.

DES: the acronym used to identify the Division of Economic Support.

Diversion: for purposes of this RFP, Diversion refers to a case in which CARES indicates a Request for Assistance for W-2 cash benefits is either denied or withdrawn. This does not refer to food stamp, Medicaid/BadgerCare or child care applicants.

Appendix B: Definitions And Acronyms (continued)

Division of Economic Support: a subunit of the Department of Workforce Development.

Division of Vocational Rehabilitation: a subunit of the Department of Workforce Development.

Division of Workforce Excellence: a subunit of the Department of Workforce Development.

DOA: the acronym used to identify the Wisconsin State Department of Administration.

DVR: the acronym used to identify the Division of Vocational Rehabilitation.

DWD: the acronym used to identify the Wisconsin State Department of Workforce Development.

DWE: the acronym used to identify the Division of Workforce Excellence.

Earned Income Credit: a refundable federal or state tax benefit designed to help low income workers increase their financial stability and maintain their independence from the welfare system. (May also be referred to as Earned Income Tax Credit (EITC)).

EBT: the acronym used to identify the Electronic Benefit Transfer.

EDS-F: the acronym used to identify the Electronic Data Systems-Federal.

EIC: the acronym used to identify the Earned Income Credit

Electronic Benefit Transfer: the conversion of food stamp issuance from paper coupons to an electronic system.

Electronic Data Systems-Federal: the firm currently under contract as the State's fiscal agent (the payor of claims) for Wisconsin's Medicaid Program.

Enterprise Output Solutions: the automated report system for programs reported through CARES.

EOS: the acronym used to identify Enterprise Output Solutions.

ES: the acronym used to identify Economic Support.

ESAP: the acronym used to identify the Employment Skills Advancement Program.

FEP: the acronym used to identify the Financial Employment Planner.

Financial Employment Planner: a required position in the W-2 Agency

FPL: the acronym used to identify the Federal Poverty Level.

FS: the acronym used to identify the Food Stamp Program.

FSET: the acronym used to identify the Food Stamp Employment and Training program.

GED/HSED: the acronym used to identify General Equivalency Diploma/High School Equivalency Diploma.

Geographic Area: (see RFP section 3.8).

HMO: the acronym used to identify Health Maintenance Organization.

IMM: the acronym used to identify Income Maintenance Manual.

Appendix B: Definitions And Acronyms (continued)

IPV: the acronym used to identify the Intentional Program Violation.

Job Center: a service site that meets Job Center standards and provides an array of employment and training services to both job seekers and employers.

JobNet: a self-service computer-aided system that job seekers utilize to quickly find available job openings and employers utilize to post job openings administered by DWE.

Job Service: the operating unit within DWE that administers labor exchange services under the Wagner-Peyser Act.

JTPA: the acronym used to identify the Job Training and Partnership Act.

KIDS: the acronym used to identify the Kids Information Data System.

Kids Information Data System: an automated system used by the Department and county/tribal child support agencies.

LCPT: the acronym used to identify the Local Collaborative Planning Team.

LIHEAP: the acronym used to identify the Low Income Home Energy Assistance Program.

Local Collaborative Planning Team: a team of service providers in each Workforce Development Area charged with implementation of Job Center standards and coordination of program services across Job Centers.

MBE: the acronym used to identify Minority Business Enterprise.

Medicaid: a health care coverage program for eligible Wisconsin residents.

Minority Business Enterprise: a business certified by the Wisconsin Department of Commerce.

NCP: the acronym used to identify non-custodial parent.

Non-custodial parent: a parent who is not the custodial parent of a child in a W-2 group.

OJT: the acronym used to identify On-the-job training.

Other Service Sites: a location where at least one of the core PFE partners delivers program services that offer some Job Center services and access to other Job Center services and PFE partner program services.

Parent: the biological parent, a person who has consented to the artificial insemination of his wife under section 891.40 of the Wisconsin Statutes, or a parent by adoption.

Participant: an individual who participates in any component of W-2 and related programs.

Partnership for Full Employment: Wisconsin's comprehensive workforce development system, embracing a very broad public and private partnership; based upon the delivery of public workforce development services through Job Centers; emphasizing a self, light, and individualized stratification of services to job seeker and employer customers.

Performance Bonus: an amount equal to seven percent of the total contract amount.

Personal Identification Number: an individual's number for access to benefits through EBT.

PFE: the acronym used to identify the Partnership for Full Employment.

Appendix B: Definitions And Acronyms (continued)

PIC: the acronym used to identify the Private Industry Council.

PIN: the acronym used to identify Personal Identification Number.

Plan: the W-2 Agency's Plan to Administer W-2, attached to the Contract.

Preventable Error: an error in calculation or issuance of food stamps which the W-2 Agency could have prevented through the correct application of the Department's Policies and Procedures by using information contained in documents in the case file or through an electronic file accessible at the time the determination was made.

Program Integrity: term used to define the Fraud Program functions performed by W-2 agencies to administer the Fraud Program, but excluding Fraud Investigation Services performed by the State selected provider.

Proposal: the Proposal submitted by the proposer agency in response to the RFP.

Proposer Agency: an entity submitting a proposal in response to the RFP.

Refugee Cash Assistance and Refugee Medicaid: a cash and medical assistance program for newly arrived low income refugees who do not meet W-2 and Medicaid eligibility criteria.

Request for Proposal: the Department's "Request for Proposal (RFP) to Administer Wisconsin Works (W-2)" and Related Programs, issued in April, 1999, by the Department, and the Addenda to the RFP issued by the Department.

RFP: the acronym used to identify Request for Proposal.

RS: the acronym used to identify Resource Specialist.

SSI: the acronym used to identify Supplemental Security Income.

SSP: the acronym used to identify Supportive Services Planner.

State: the State of Wisconsin.

State's W-2 Administrator: the DES Administrator.

Supplemental Security Income: a program which is administered by the Social Security Administration.

TANF: the acronym used to identify the federal Temporary Assistance for Needy Families program.

Total Expense Allocation: sum of the services/administration expense allocation and benefits allocation, treated as a single inseparable allocation for the purposes of reimbursement.

Trial Job: one of the work experience and training components in the W-2 program.

Tribe: a federally-recognized American Indian Tribe or Band located in the State.

W-2: the acronym used to identify Wisconsin Works.

W-2 Administrator: the DES Administrator.

W-2 Agency: the proposer agency awarded the contract resulting from this RFP to perform all required W-2 and related programs services and to implement the entire W-2 program in a given geographic area or areas, wholly accountable and responsible for results.

Appendix B: Definitions And Acronyms (continued)

W-2 and Related Programs: the comprehensive array of programs and services including W-2 employment positions, W-2 case management, Food Stamp Employment and Training, Children First, Learnfare, Food Stamps, Refugee Cash Assistance and Refugee Medical Assistance, Medicaid/BadgerCare, Child Care, and Emergency Assistance.

W-2 Case: any individual(s) receiving services funded under this Contract unless otherwise defined in the RFP.

W-2 Contract and Implementation Committee: a body of twelve (12) to fifteen (15) W-2 Agency representatives selected under the Department's Policies and Procedures to provide input and advice to the Department on matters relating to the Contract whose duties include but are not limited to:

- a) Preparing fiscal impact estimates of a proposed change in the Department's Policies and Procedures on a W-2 Agency;
- b) Providing written or oral comment to proposed changes in the Department's Policies and Procedures; and
- c) Developing recommendations for criteria for accessing the Contingency Fund.

The W-2 Contract and Implementation Committee ("Committee") will serve as the single point of contact for feedback to the Department on design changes and implementation of policies related to W-2 Agencies. Membership will include representation from the Wisconsin County Human Service Association, Urban Caucus counties, W-2 Agencies in Milwaukee County and others.

W-2 Employment Positions: Trial Jobs, Community Service Jobs, W-2 Transitions.

W-2 Geographic Area: (see RFP section 3.8).

W-2 Group: a cohabiting group that includes custodial parent (s), their dependent children and any children of the dependent children in the group. The W-2 group also includes any non-marital co-parent or any spouse of the individual who resides in the same household as the individual and any dependent children with respect to whom the spouse or non-marital co-parent is a custodial parent. The W-2 group does not include any person who is receiving cash or other non-medical benefits under the county relief block grant program.

W-2 T: the acronym used to identify the W-2 transition job.

W-2 Transition: one of the work experience and training components in the W-2 program.

WAA: the acronym used to identify the Workforce Attachment and Advancement program.

WDA: the acronym used to identify Workforce Development Area.

WDB: the acronym used to identify Workforce Development Board.

Welfare to Work: an employment and job retention program administered by WDA Boards serving TANF recipients and non-custodial parents.

WIA: the acronym used to identify the Workforce Investment Act.

WIB: the acronym used to identify Workforce Investment Board.

WIC: the acronym used to identify the Women, Infant and Children program.

Wisconsin Works: Wisconsin's welfare replacement plan which eliminates entitlement and places the focus on work.

Appendix B: Definitions And Acronyms (continued)

Women, Infant and Children Program: a program to provide food items for pregnant women and children under five (5) years of age.

Workforce Attachment and Advancement Program: proposed new TANF program to assist low income families and non-custodial parents with job retention and advancement.

Workforce Development Area: one of eleven areas approved by the Department of Administration for the management of employment and training services.

Workforce Development Area Boards: the agency responsible for managing the Job Training and Partnership Act or successor Workforce Investment Act Title I program. The agency may be the Private Industry Council, Workforce Development Board or Workforce Investment Board .

Workload Measurement: the sum of each of the case types (W-2 cash, W-2 non cash, Diversion, Child Care only, non-custodial parent in Appendix C to the RFP) multiplied times the weighting factors (in Appendix C to the RFP) for each case type.

Workforce Investment Act: 1998 federal legislation that establishes the role of the job center systems in the delivery of employment and training programs, including the TANF and FSET programs.

Work Programs Employment Follow Through: a subsystem of the Work Programs subsystem of CARES.

Work Programs Employment History: a subsystem of the Work Programs subsystem of CARES.

WPEH: the acronym used to identify the CARES screen titled Work Programs Employment History.

WPFT: the acronym used to identify the CARES screen titled Work Programs Employment Follow Through.

WtW: the acronym used to identify Welfare to Work.

Y2K: the acronym used to identify the Year 2000.

Year 2000: the challenge to software, hardware, facilities and infrastructure due to date format problems.

9.3 Appendix C: Funding Level And Caseload Assumptions

Funding Levels

W-2 and related programs allocation information is provided for the 2000-2001 contract period by geographic area on the attached charts.

The primary allocations for W-2 and related programs is identified by geographic area on Chart 1 and includes the following:

- Services/Administration: for costs relating to staff salaries and benefits, service costs, overhead, and all other non-benefit costs.
- Benefits: for the costs of CSJs, W-2 T, Trial Jobs and Custodial Parent of an Infant for the estimated caseload in each geographic area.
- Contract Total: sum of Services/Administration and Benefits.
- Maximum Performance Bonus: an amount equal to seven percent (7%) of the total of Services/Administration and Benefits allocations. Conditions for earning these funds are contained in the Performance Standards section of the RFP.
- Total: sum of the Contract Total and Maximum Performance Bonus.

Caseload Assumptions

Caseload numbers for W-2 Cash, W-2 non-cash (also referred to as Case Management only), FSET, Diversion from W-2, and Child Care only are taken from CARES data. The non-custodial parent numbers are estimated with a minimum of one (1) in each W-2 geographic area.

Allocations are based on weighted caseload for each W-2 geographic area. The weighting factors represent relative work effort associated with different case types. (See Chart 2 for identification of weighting factors.)

Caseload data is as of February 1999 for all caseload types except: non-custodial parents (which are estimated numbers as stated above) and for any W-2 geographic areas with a W-2 cash benefit caseload in February 1999 of ten (10) or fewer cases, the average of W-2 cash benefit caseloads for the W-2 geographic area for each of the months September 1998 through February 1999 was used to determine the caseload numbers.

Allocation Adjustments

Allocations were adjusted for:

- 1) Small Agency Supplement: to provide a supplement to the seventeen (17) W-2 geographic areas with the smallest allocation to reflect the need for a minimal capacity to provide services. The seven (7) small agency allocation levels that were established are: \$150,000; \$200,000; \$250,000; \$300,000, \$400,000; \$450,000; and \$500,000. The supplement is the amount that when added to the initial Contract Total allocation for the W-2 geographic area increases the Contract Total allocation to the next higher small agency allocation level listed above.
- 2) Minimum Benefits Amount: to provide an allocation for Benefits of \$15,830 (equivalent to one (1) W-2 cash benefit case) to any W-2 geographic area that had no W-2 cash benefits cases in the initial allocation;
- 3) Refugee Supplement: to provide a supplement to the nineteen (19) W-2 geographic areas that have the most significant number of refugee cases;

Appendix C: Funding Level And Caseload Assumptions (continued)

- 4) Intensive Assistance Supplement: to provide a supplement to the twenty-six (26) W-2 geographic areas that have more than ten (10) cash benefit cases and have the highest percentage of cases which either, a) had a disabled family member, or b) the case head had not completed high school; and
- 5) Milwaukee: to make an adjustment because the county is divided into multiple geographic areas, in recognition of an increased amount of case transfers as compared to other W-2 geographic areas. One half of the Services/Administration allocation is distributed by workload measurement and one half is equally distributed among the W-2 geographic areas in that county.

Chart 3 identifies allocation details, including which W-2 geographic areas received the Refugee Supplement, Intensive Assistance Supplement and/or Small Agency Supplement.

Funding Outside the W-2 Allocation

Other funds available to W-2 agencies but not reflected in the Primary Allocations for the 2000-2001 W-2 Contract, Chart 1, include the following:

- Job Access Loan allocations (see Chart 4).
- Start-up funding for new W-2 agencies operating in geographic areas (based on available funds and a formula to be developed by the Department).
- Children First (based on a local decision regarding whether the W-2 or child support agency will administer the program).
- Employment Skill Advancement Program (A total of \$200,000 for the Contract period is available to W-2 agencies on a first come first served basis until funds are fully spent).
- Emergency Assistance (available to the W-2 agency on a sum sufficient basis).
- Supplemental Food Stamp Employment Training funds to match local dollars (available at the request of the W-2 agency). (Requirement to serve FSET cases is covered by the base contract allocation.)
- Contracted Child Care (based on a specific plan submitted by the W-2 agency for Departmental approval).
- Community Reinvestment funds from the 1997-1999 Wisconsin Works Implementation Contract (available to current W-2 agencies with unspent funds under the 1997-1999 W-2 Contract and an approved Community Reinvestment Plan).
- New programs proposed in the Governor's 1999-2001 Biennial Budget Request.