

**Proposal Forms
Cover Sheet Adult
and Dislocated Programs**

Responding Organization: Career TEAM, LLC

Contact Person: Anthony Terlizzi

Title: Chief Performance Officer

Address: 250 State Street, C2

Telephone: (203) 407-8800

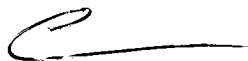
Email: Anthony@careerteam.com

**PLACE AN "X" BESIDE THE COUNTY NAME BELOW THAT REPRESENTS THE
AREA YOUR PROPOSAL REPRESENTS. FILL IN THE FUNDS BOXES FOR THE
COUNTY SERVED.**

<input checked="" type="checkbox"/> CLALLAM	<input checked="" type="checkbox"/> JEFFERSON	<input checked="" type="checkbox"/> KITSAP
Adult Funds	Adult Funds	Adult Funds
\$ 199,200	\$ 72,000	\$ 420,300
Dislocated Worker Funds	Dislocated Worker Funds	Dislocated Worker Funds
\$ 206,000	\$ 67,000	\$ 246,500
TOTAL FUNDS	TOTAL FUNDS	TOTAL FUNDS
\$ 405,200	\$ 139,000	\$ 666,800

COMPLIANCE STATEMENT

The (insert name of proposing agency) hereby certifies that the proposed program activities and services contained in this proposal have been designed in compliance with the Request for Proposals (RFP) requirements, the Workforce Innovation & Opportunity Act (WIOA) and implementing Federal Regulations.



Authorized Signature

CEO

Title

Date 03/13/2020

TABLE OF CONTENTS

A. Cover Sheet1

B. Table of Contents.....2

Organizational Capability (2 Pages)

Content Narrative (10 Pages)

C. Staffing Plan4

D. Customer Flow4

E. Outreach and Recruitment4

F. Reaching Economic and Disadvantage Customers.....5

G. Use of Technology to remove barriers and enhance customer experience5

H. Assessments and Developing the IEP6

I. Customer Choice.....7

J. Career Development and Training..... 8

K. Commitment to Continuous Quality Improvement.....9

L. Contribution to the overall WorkSource system performance measures..... 11

M. Knowledge of Local Area..... 12

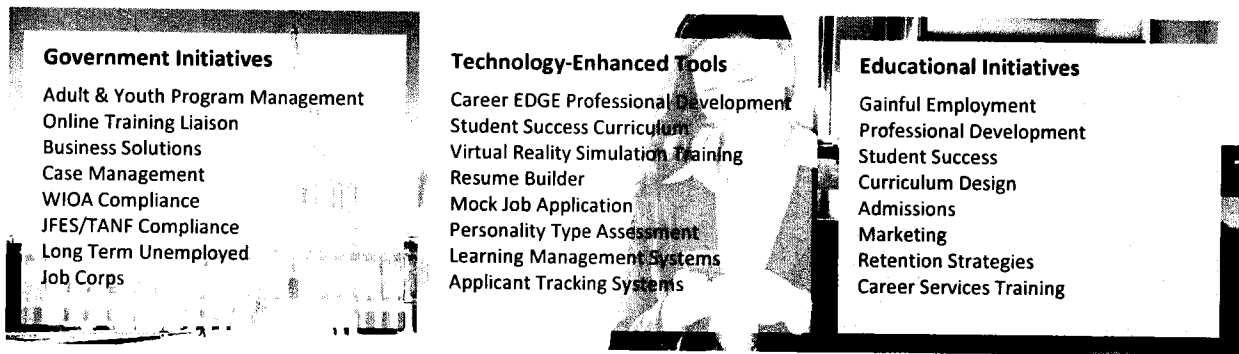
N. Purposed Transition Plan..... 13

Organizational Capability

Career TEAM, LLC, a Connecticut-based company, exists to “accelerate the human condition” and to address social challenges such as closing the opportunity divide, minimizing student debt, combatting unemployment, and reducing poverty. Since 1996, Career TEAM, in collaboration with our funding and service delivery partners, has trained and placed over 100,000 under-resourced job seekers in communities across the nation and trained 10,000+ direct service personnel on best practices such as creating an exceptional customer experience, service integration, and operating demand-driven job placement services.

Our established education division now serves over 350,000 students via our Career EDGE solution. The figure below summarizes our unique constellation of next generation education and workforce development solutions.

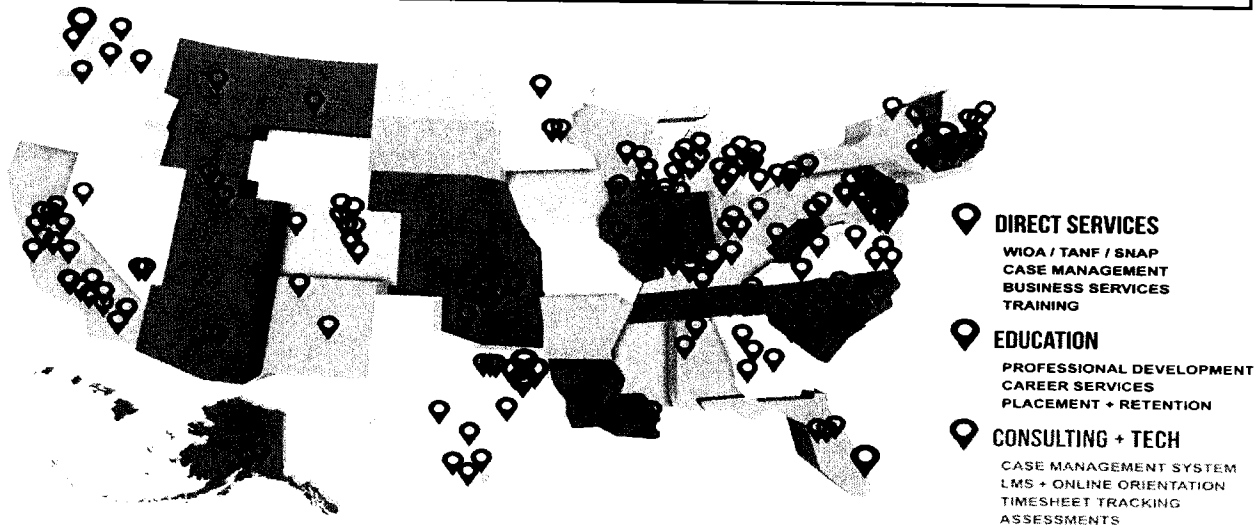
Career TEAM’s constellation of next generation workforce development products, services & initiatives



Experience - Chief Performance Officer, Anthony Terlizzi, will manage the contract. Mr. Terlizzi holds 10 years of experience in managing complex workforce development projects (e.g., \$11 million WIOA/TANF projects in NYC for ResCare; \$4 million WIOA project in New York City for EDSI). Our National Director of Case Management Services (Dana Fenwick, Delaware) holds 20 years of experience in public workforce and human services. She will play an instrumental role in supporting the integration of the career advisors into the Career TEAM culture and integrated service delivery model. Our National Director of Training (Charles Botts, Connecticut) will play a leading role in facilitating the development of online learning services and facilitate application of Career EDGE technology enhancements. Regional Director, James Hughes, holds over 8 years of workforce development experience in Washington State, working in contracts under WIOA, DDA, and DVR. James will play an essential role in ensuring the project team is supported and on track with performance and expenditures. Our President of the Education Division (Micaela Alpers, Colorado) will facilitate the integration of Career EDGE solutions between high school, community college, and career center settings. Members of the corporate leadership team (e.g., Chief Administrative Officer Danielle Simone, Chief Financial Officer, Peggy Montalvo, and Chief Innovation Officer, Harrison Tonne) will provide transition team support across all policy, program, administrative, fiscal, and technology matters. These leaders represent the core trainers of our Career TEAM University professional development training team, which we use to onboard Career TEAM staff members and also train other partners and professionals. All of these individuals hold significant experience (i.e., 10+ years) in leading and administering public workforce projects.

The map below shows our current national footprint of customers. Our direct workforce development service sites support 175 employees. We serve all WIOA populations such as WIOA Youth Adult and Dislocated Workers, TANF, SNAP, NEG, Trade Assistance Act, persons with disabilities, veterans, ex-offenders, and other disadvantaged populations. While the current contract chart shows some of our experience operating in the delivery of comprehensive Workforce Innovation and Opportunity Act programs.

CURRENT CONTRACTS (Minimum of 5; additional information available upon request)				
Funder	Contract Amount	Start/End	Funder Contact	Outcomes Achieved to Date
South Central Kentucky Workforce Dev Board	\$3,120,000	2018 to Present	Robert Boone, PhD, Chief Executive Officer; Tel: (270) 935-0518; e-mail: robert@kenovaworks.com	<ul style="list-style-type: none"> WIOA Adult, Dislocated Worker, and Trade services provider / One Stop Operator Created 24 affiliates sites in the region using Career EDGE; Elevated performance to 2nd in state (previously 9th) in WIOA performance metrics; increased enrollment by 300%
East Texas Council of Governments	\$6,500,000	2019-Present	Doug Shryock, Executive Director; Tel: (903) 218-6425; e-mail: doug.shryock@etcog.org	<ul style="list-style-type: none"> Operate 10 funding sources (WIOA Adult/DW/Youth, Trade, SNAP ABAWD/E&T, TANF, Rapid Response, RESEA) Opened 4 access points in first quarter of operation
Pierce County WDC (Tacoma, WA)	\$2,400,000	2018 to Present	Deborah Howell; Vice President of Innovation and Strategy; Tel: (253) 254-7618; e-mail: dhowell@workforce-central.org	<ul style="list-style-type: none"> WIOA Adult/DW/RR provider currently serving 628 Achieved 95% customer services rating Achieved and exceeded annual enrollment goal for RR in 9 months.
The Work-Place, Inc. (Connecticut)	\$1,000,000	2015 to Present	Joseph Carbone, President/CEO; (203) 610-8500; e-mail: jcarbone@workplace.org	<ul style="list-style-type: none"> Platform to Employment (P2E) training services for long-term unemployed (delivered nationally across 30+ locations)
Department of Social Services (Delaware)	\$9,200,000	2015 to Present	Andy Feher, Contract Manager; Tel: (302) 761-8166; e-mail: william.feher@delaware.gov	<ul style="list-style-type: none"> Comprehensive services for TANF and SNAP populations including anchoring a US Dept of Agriculture Research Project Leading state in performance and far exceeding placements at \$8.75 minimum wage (TANF = \$13.44 per hour; SNAP = \$11.73 per hour)



C. Staffing Plan

Table C1. Proposed / preliminary approach to staffing: FTE by site location

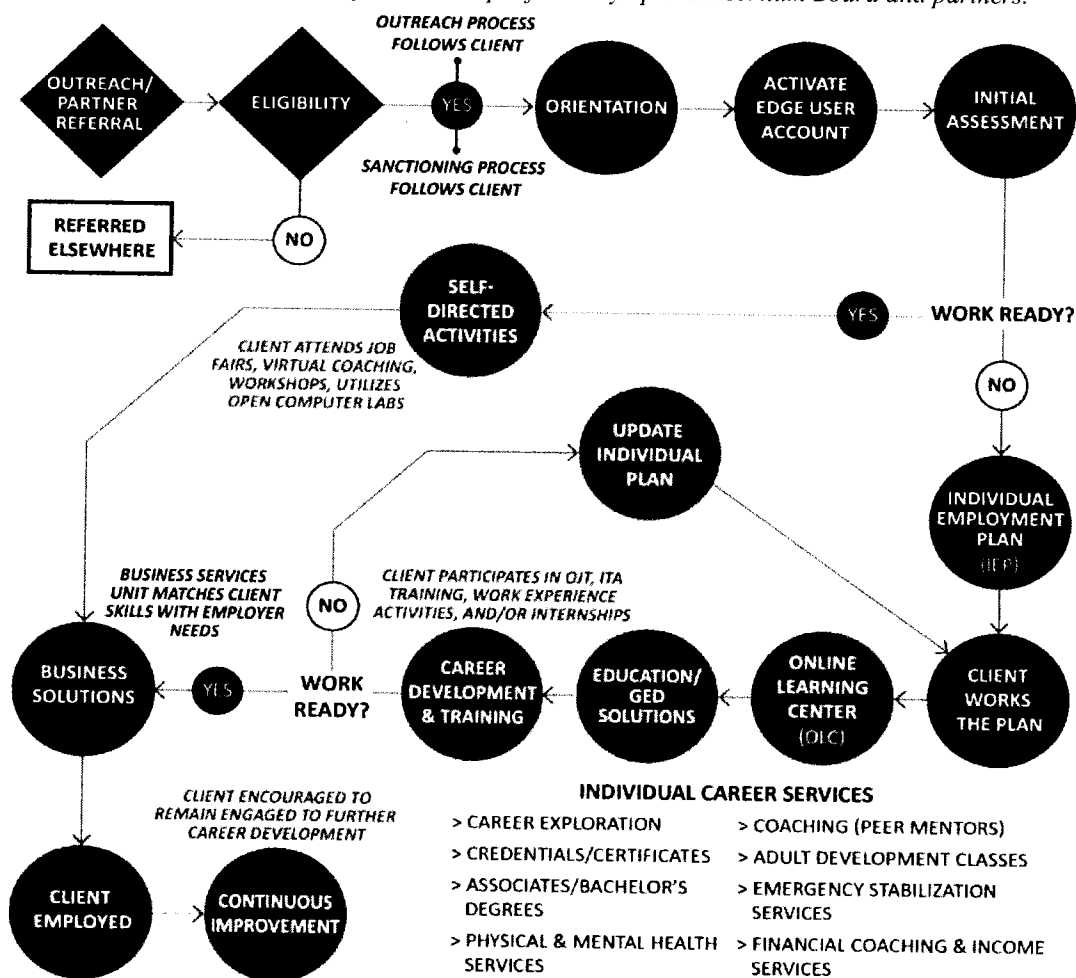
Position Title	# Staff (FTE)	FTE by SITE LOCATION		
		Kitsap County	Jefferson County	Clallam County
Regional Director	0.2	0.1	0.05	0.05
Project Director	1.0	0.6	0.2	0.2
Program Analyst	1.0	0.6	0.2	0.2
Career Advisor Lead	2.0	1.0	0.5	0.5
Career Advisors	6.0	3.0	1.0	2.0
Total	10.2	5.3	1.95	2.95

Mr. James Hughes, currently leading the company’s WIOA Adult/DW and Rapid Response services in Pierce County, will serve as a Regional Director. Mr. Hughes holds knowledge of the geographic area, the workforce delivery system (state and local), employers, and resource partners. Personnel will maintain a physical, visible presence at WorkSource offices throughout the three-county region. The budget supports occupancy/cost for 10.0 FTEs comprising the local team. This model includes a Project Director that will have direct oversight of the day to day operations, ensuring the local team is providing excellent customer service, ensuring projects are ahead of targets with performance and expenditures, building relationships with local partners and fund source, and supporting staff have tools needed to meet the deliverables of the contract. In addition, this model contains a Program Analyst for compliance and quality assurance, 2 Career Advisor Leads for individualized case management, program support and oversight, and 6 Career Advisors to provide individualized case management. For this project, the company will use the same corporate support team in place for Pierce County. Our team holds familiarity with Washington State requirements, regulations, program/fiscal reporting requirements, and external landscape. The company will work collaboratively with the Olympic Consortium and the current vendors to retain existing talent for individuals who express interest in retaining their jobs or applying for any open positions. The company offers extensive professional development training through its *Career TEAM U* (online, in-person) as well as opportunities for professional growth. Historically, the company is able to fill 90% of positions on or before contract start dates.

D. Customer Flow

Career TEAM, in collaboration with the Olympic Consortium Board, its MOU Partners, and community resources, will offer comprehensive Career Services to WIOA Title I eligible Adult and Dislocated Workers and other customers being served through the connection/integration with the One-Stop system. Figure 1a illustrates a customer workflow across the full array of Basic and Individualized Career Services from Outreach through post-employment using a demand-driven model.

Figure 1a. Customer Flow (*will be refined with input from Olympic Consortium Board and partners.



E. Outreach and Recruitment

The company will apply its experience as a One Stop partner to support functional integration and continuous quality improvement across all WIOA funded programs. The CPO, Regional Director, and Project Director will identify opportunities to share best practices, build partnerships, invite subject matter experts into the process, and to organize professional development training on topics most relevant to improving collaboration and excellent customer service. Working with local community partners, Career TEAM will build referral and co-enrollment moments to increase and expand awareness of the program. Career TEAM will also act as a broker for additional WorkSource services that customers may be available for by screening for additional services.

The company will collaborate with the Washington State Department of Commerce WorkFirst programs to provide transition services to the TANF population. Career Team maintains positive relationships with administrators, managers, and front-line staff of the WorkFirst programs that operate in Pierce County and hold relationships with current providers of the Employment Pipeline program out of the DSHS offices in Kitsap, Jefferson and Clallam Counties. The proposed approach (i.e., integrated service delivery, outreach, and marketing) will result in strengthening

these connections and leveraging the use of public resources (e.g., employment opportunities, community resources for participant referrals). The company will co-enroll customers from TANF, BFET, and Youth WIOA to leverage funding opportunities and maximize resources for employment opportunities.

F. Reaching Economic and Disadvantage Customers in the Three Counties

Career Teams’s focus since 1996 continues to be providing innovative solutions to complex economic and social challenges--adults facing significant barriers to employment. Career Team Staff guide individuals into high-quality jobs and careers and employers are assisted in hiring and retaining skilled workers. Career Team holds substantial experience serving diverse populations including WIOA Adults, DW and Youth, RESEA, TAA, TANF, SNAP, Veterans, non-custodial parents, persons with disabilities, justice-involved and other priority populations (e.g., homeless and individuals in recovery).

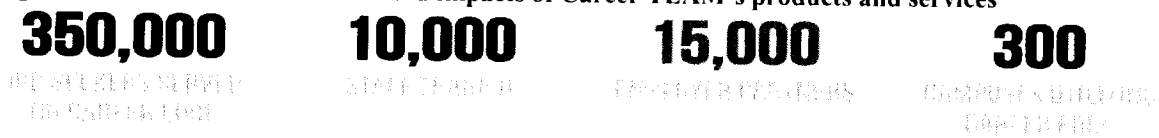
Partnerships play a crucial role in Career Team’s delivery of innovative services. A variety of organizations will be contacted for partnership, including but not limited to: DSHS, Kitsap Rescue Mission, Sarge’s Place in Forks, Fishline in Poulsbo, city/county housing authorities—Bremerton, Olympic Region, domestic violence shelters—Georgia’s House, Bremerton YWCA, substance abuse treatment/counseling services—Kitsap Mental Health, community health care providers, OlyCAP in Jefferson and Clallam Counties, and regional food/clothing banks.

The company’s prior experience has demonstrated the ability to close the opportunity divide, reduce unemployment, and diminish poverty.

G. Use of Technology to remove barriers and enhance customer experience

The company is increasingly using technology to remove barriers to employment by providing access to content and services with 24/7 availability. The company, in collaboration with our funding and service delivery partners, has trained and placed over 100,000 under-resourced job seekers in communities across the nation and trained 10,000+ direct service personnel on best practices such as creating an exceptional customer experience, service integration, and operating demand-driven job placement services. Our recently established education division now serves

Figure D6-2. Illustrative outcomes and impacts of Career TEAM’s products and services

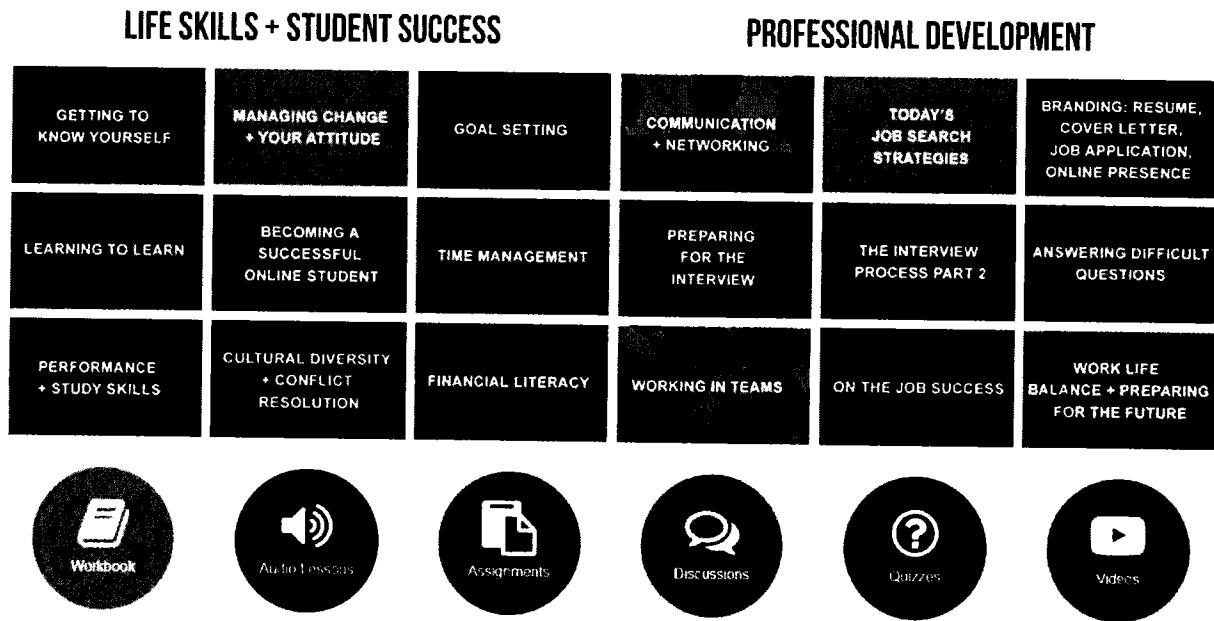


over 350,000 students via the Career EDGE solution. Figure D6-2 shows the impact of the company’s diverse product and service lines. The company proposes to introduce its Career EDGE technology platform and content to support integrated service delivery, increase access points across the three counties, and support the innovation vision set forth by the Olympic Consortium. The solution involves the incorporation of Career EDGE content and technology enhancements into the process (e.g., onsite pre-tests and assessments) that facilitate information sharing and referral processes. In addition, the Career EDGE provides the ability to show increases from the time a job seeker begins through the life of the program by using the “EDGE Score.” This score will allow the project personnel the ability to tie measurable improvements from using Career EDGE to support the customer on their pathway to employment.

We stand ready to implement program and staffing models to reduce barriers and increase access. The following are key examples of current and past projects: In South Central Kentucky, we use our Career EDGE technology platform and service delivery model to establish and operate 26 satellite sites across all 10 counties, and supported the start-up and operation of the first prison-based career center in Kentucky. A redesign of the youth employment programs in the District of Columbia resulted in 25,000+ youth using online applications and orientation processes, increased satisfaction (youth, employers, program staff), and significant cost savings. At Unitek College, the integration of Career Edge content and tools into courses resulted in a 25% increase in year-over-year placement outcomes. The company stands ready to collaborate with and to support technology enhancement and innovation with the Olympic Consortium and MOU partners.

H. Assessments and Developing the IEP

Each participant enrolled in WIOA services will develop an IEP. Several inputs will inform the IEP plan development process, chief among which include: basic skill assessments, educational and work histories, career interest inventories, career aspirations, work readiness, family circumstances, immediate economic issues, and labor market information. Project personnel will review assessment results with the customer and jointly build practical and achievable short- and long-term objectives. The IEP will identify short-term objectives for basic skill acquisition and short-cycle industry-recognized certifications to facilitate labor market attachment, and to move customers along a longer-term career and educational pathway. The figure below shows examples of content offerings on Career EDGE that Career Advisors will connect to IEP activities.



The IEP will guide and prepare the client for unsubsidized employment and document educational goals, pre-employment steps, learning objectives, training services, work-based learning employment goals, objectives, and action steps, including barrier reduction measures and access to an appropriate combination of services. Project personnel will: a) maintain regular touchpoints with clients using a stratified approach in which higher intensity clients receive daily or weekly touchpoints; b) document through case notes and plan updates progress on the IEPs; c) facilitate access to WIOA-funded services and supports; d) facilitate referrals to any other external community resources, and document uptake of these clients by community partners; e) document

work experience, job placement, and retention; and f) exit the clients in compliance with policies and procedures. Project personnel will document services, referrals, progress, activities, and follow-up in required databases as well as other Career TEAM methodologies designed to promote performance management.

All project team members will follow policies, procedures, and protocols to ensure that only eligible customers will receive access to WIOA-funded services (e.g., ITAs, support services). Each IEP will offer flexibility to accommodate changes in preferences, emergent situations, and new opportunities (e.g., training, job openings). The integrated, functional team s team will contribute to jobseeker preparation for milestone events (e.g., interviews, job fairs). These events can relate to a sector strategy to hire from a pool of (pre-qualified) jobseekers with specific skill sets, or based on nature and type of positions (e.g., diverse employers who seek entry-level candidates). The team will help facilitate a schedule for brief interviews based on employers' pre-screening of resumes and/or applications of job seekers. The company's internal data shows that employers participating in on-site interviews hold a higher probability of hiring jobseekers.

I. Customer Choice

Providing customers with the appropriate information to make an informed decision is vital. The company will build on the strengths of the existing orientation processes (e.g., groups, one-on-one, handouts/roadmaps, and digital resources) and use best practices and proven models to improve the process. This includes redesigning orientation sessions, adding digital resources (accessible individually or via workshop format), improving handouts and tools that help customers help themselves, and offering ongoing professional development training to project personnel and relevant one-stop partners.

Table C4 illustrates workshop offerings with high customer appeal in other company direct service locations. The company will facilitate access to program and service relevant scorecards (e.g., Career Bridge training providers completion rate, placement rates of training initiatives) and labor market information that will inform customer decisions relevant to career pathways and individual plan development.

Table C4. Selected Workshop Titles

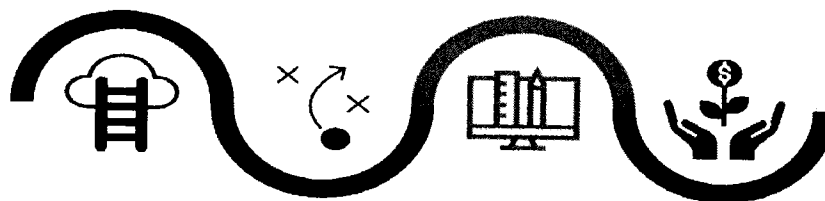
-
- *Career Selfie* that uses strength-based and preferred job requirements and skills lists to outline and create the “best job for me”
 - *Social Media* that explains the “how to” aspects of using social media appropriately and effectively
 - *Job Search* that instructs customers on the fundamentals of using the computer effectively for job search
 - *Resume Prep* for the 21st Century which incorporates the latest advances in resume writing
 - *Interview Prep* that reviews do’s and don’ts and helps jobseekers reinforce their unique value propositions
 - *Google 1* that explores, practices and uses entry level Google applications
 - *Google 2* that explores, practices and uses intermediate level Google applications
 - *Computer Basics* that offers entry level training on the fundamentals of using a computer.

Finally, the company, as part of an ongoing marketing effort, will develop and disseminate success stories. These stories become a driver to increase the Olympic Consortium’s net promoter score (i.e., Voice of the Customer). Ongoing professional development training will support continuous quality improvement priorities and include case studies that emphasize human-centered design practices to improve the customer experience and give them the tools to choose their path to employment.

J. Career Development and Training

The project intends to serve approximately 600 eligible individuals, and allocates 20% of the budget for participant costs. Additionally, participants will benefit from access to Career EDGE content and resources, including options to use Career EDGE offerings to promote innovative service delivery (e.g., workshops, on-ramps and boot camps, enhanced work experience, online credentialing) all organized by competencies most relevant to priority career pathways. The company will share its proven models to increase credentialing and certifications using online training, competency- and industry-sector cohort models, and enhanced on-the-job training and work-based learning. The staffing plan provides a visible presence across the sites and includes flex-coverage in the field to support activities at Connection Sites, Community Service Offices, partner settings (e.g., public libraries), and Rapid Response delivery locations. After creating the IEP and using the assessment tools, project staff will begin one on one career development, which will include items such as: creating a professional resume, mock interviewing, locating the hidden job markets and networking to list a few. Project staff will also assist customers in removing barriers to employment by utilizing support services and communication partners through warm hand referrals. Career EDGE will allow for moments to build upon soft and life skills such as financial literacy, communication, working in teams, personal maintenance, and professional conduct. These activities will promote “job readiness” prior to training for employment. Using local market data and online tools, project staff will be able to draw from the IEP to assist the customer in engaging into training services including for nontraditional employment (ITA, OJT, WEX) that will lead to recognized industry-valued credentials or work experience that will make them competitive in the market place. As the client engages in intensive career guidance and training, Career Advisors and Career Edge offer flexibility to accommodate changes in preferences, emergent situations, and new opportunities (e.g., training, job openings). Once employed, Follow up services will be offered to eligible customers 12 months after the first day of employment. The project staff will build on the IEP to help the customer focus on continuous upskilling and lifelong learning to maintain employment and continue their career pathway.

Accelerating the Human Condition
through a unique blend of content, technology
and high-touch services



1 Access Your Potential

- > Career pathway promotion
- > Motivational methods
- > Online assessment and screening tools
- > Labor Market Information (LMI) tools

2 Chart a Path for Success

- > Career EDGE goal setting, barrier removal, and life/soft skills training
- > 1:1 career and life coaching, including virtual counseling
- > Individual plan development

3 Build Skills Employers Value

- > Access to online training, education, and work experience activities, with a focus on industry valued credentials
- > 24/7 access to Career EDGE tools

4 Maximize Career Growth

- > Demand-driven model with a focus on continuous upskilling and lifelong learning
- > 24/7 access to retention resources, further improving medium- to long-term outcomes

K. Commitment to Continuous Quality Improvement

The company expects each position from the CPO to the Career Advisor to contribute in meaningful ways to continuous quality improvement efforts and processes. The company uses management by objectives and benchmarks approach so that all local team members understand clearly the expectations associated with their daily, weekly, monthly, and yearly contributions to project outcomes and performance metrics. In addition, Career Team performs quarterly performance assessments and annual reviews, providing opportunities for staff and lead to engage in productive conversations to encourage growth and improvement as well as celebrate accomplishments. The quarterly assessments support staff's ability to focus on the program's priorities of excellent customer service and performance metrics.

To sustain high-performance, continuous quality improvement, the company offers extensive professional development training capacity (*Career TEAM U, Career TEAM Stronger Together Webinar*) that will supplement available training options. At the project level, information and data are communicated to all staff weekly to track participation trends, performance obtainment, and caseload size. This weekly communication allows staff to make real-time, data-driven decisions to make improvements and adjustments to support the project. For Career TEAM, Continuous Quality Improvement is not only a process but an integral part of the culture. The following are a few examples.

In Pierce County, Career Team has been able to improve an existing enrollment process that took as long as two to three weeks and decrease down to a two day turn around. By using a lean approach to screen for eligibility and suitability, this new process has two approval checkpoints and a compliance check for improvements, mistakes, or errors. This lean process increased the program's opportunity to provide services faster and decrease long wait periods for customers resulting in an enhanced customer experience.

CareerTEAM utilizes a variety of reports available in ETO to inform our work. One of those reports is the Case Management Report, which is pulled and distributed to all leads and career advisors weekly. This report includes all VIPs currently enrolled and active, and the number of days since they last received a service. Once pulled and exported from ETO, the Program Assistant organizes the report by career advisors' caseloads and then color-codes the number of days since the customer's last service so that with a glance, a Career Advisor can identify the overall level of engagement with their caseload and which customer needs to be prioritized. The Case Management Report serves as a quick reference tool as to who the career advisor has most recently engaged with and who may be most in need of a service.

CareerTEAM created the Benchmark Tracker to measure progress toward metrics. Using data from the Case Management Report and the Program Enrollment Outcomes Report in ETO, the Benchmark Tracker highlights the number of VIPs newly-enrolled, the number of VIPs placed in employment, and the median wage of placements by month and program year, and by individual career advisors and whole programs. This easily accessible information supports the real-time assessment of current processes and the continuous improvement of the program model to serve more customers and to serve them better.

L. Our contribution to the overall WorkSource system performance measures

Table C2 provides estimates of anticipated Adult and DW performance measures for the proposed project based on serving approximately 600 eligible customers. The proposed targets align with

performance measures negotiated and agreed upon by the Washington State and propose to meet or exceed these measures, including during the transition year of the contract. Attachment G (page 21) contains a performance outcomes table with additional information.

Table C2. Benchmarks for Adult and Dislocated Worker Performance Measures of the Proposed Project.

Performance Metric	Target ADULT	Target DW
Entered Employment - # of participants who are employed in (Q2) Post-Exit	67.1%	79.0%
Employment Retention - # of participants who are employed in (Q4) Post-Exit	66.4%	76.0%
Average Earnings – Median earnings (Q2) Post-Exit	\$5500	\$4800

The company will collect additional measures to manage performance at the staff and program level, to improve the delivery of exceptional customer experiences, and to support required documentation for program and fiscal reporting. This includes the voice of the customer and other customer experience and satisfaction measures as well as milestones along the customer journey (e.g., the timeline for assessment, IEP development, barrier removal, placement, and retention).

M. Knowledge of Local Area

The Olympic Consortium comprises three unique counties, Kitsap, Jefferson, and Clallam, combined represent breadth and depth of diversity of individual and workforce need. From the sound to the ocean and in the shadows of the Olympic Mountains, the need for WIOA Adult and Dislocated services remains high as the region adjusts to shifting economic trends, environmental changes, and continues to work towards breaking generational poverty.

The largest county in this region, Kitsap’s economic base includes the Department of Defense at the Puget Sound Naval Shipyard and two military installations, Bangor Base and Keyport Naval Sea Systems Command, the retail hub for the Olympic Peninsula, robust gaming industry, and a commuter area for those who work in the Seattle area. Commuters take advantage of the Washington State Ferry system with three routes departing from the county while accessing more affordable housing. Even with the economic opportunities in the county and easily accessible via public transportation, Kitsap County has seen a rise in homelessness. Given the unique geographic location and the current economic base, Kitsap is well-positioned for a strong economic outlook.

Clallam County boasts strong ties to natural resources, including maritime and forest. The largest city in the county, Port Angeles, is a destination for travelers heading to and from Victoria, British Columbia and those who seek recreation activities on land and sea. Other travelers and Twilight fans visit Forks. In addition to tourism, Port Angeles is a deep-water port creating opportunities for trade and other maritime activities. As a larger city in the northern area of the Olympic Peninsula, Port Angeles also provides access to healthcare and retail services. With access to the water, the county also hosts science and academic research Department of Energy’s Marine Sciences Laboratory located in Sequim. With the Emerald Coast Opportunity Zone

(ECOZ) as a stimulus, coupled with the rich resources and current infrastructure, the county has opportunities for economic growth.

Just south of Clallam County, stretching eastward from the Pacific Ocean, Jefferson County economic bases includes a mix of agriculture and industrial employers. In the agriculture sector includes tree farming, aquaculture, and organic farming. The unique location near the forest and the coastline provide opportunities in maritime, fish processing, and forest products. Even with these economic opportunities, this county struggles with slightly increasing unemployment rates. The largest city, Port Townsend, offers a small business center for the area and a maritime port. Similar to the other counties in the region, Jefferson County also relies on tourism for economic opportunities.

N. Proposed Transition Plan

Table E1 provides an overview of the work plan and timeline. To achieve a seamless transition as defined by the continuity of services for customers and partners as well as the stability of project staff, the company requests to implement a 90-day transition plan. Career Team understands the one-stop center integrated delivery systems model, and as such, during the transition process, the transition team conducts a preliminary workstream analysis with the one-stop center and for the specific programs, in this case, WIOA Adult and Dislocated Worker. This transition plan allows the company leaders to understand the process, performance measures and standards, and competencies required by the local team (and partners) to support customers (jobseekers) throughout each step of the process.

Professional development is the cornerstone of the transition process. The company will identify, coordinate and/or deliver professional development training to the local team on topics relevant to support customer experience and to support continuous quality improvement. In particular, Career Team will utilize Career Team University, an online, module-based learning system that provides interactive learning on topics including WIOA, case management, and presenting. Additionally, in-person training, utilizing subject matter experts from Pierce County and in coordination with the funding source, will provide specific WIOA eligibility and ETO training

Continuity with the customer is a top priority. Career Advisors will provide each customer with a transition letter (email) to introduce themselves to the customers and establish in-person or over the phone meetings to kick off the partnership. The Career Advisors will also review each IEP/IPP in ETO along with case notes to familiarize themselves with the customer’s current situation in the program.

The transition planning will be led by the CPO (Anthony Terlizzi) and the Regional Director (James Hughes). In addition, the CEO will participate in contract negotiations; the CFO will serve as the liaison to finalize line-item budgets, confirm documentation processes, and invoicing protocols; c) the CAO will support personnel-related matters such as onboarding and orienting project personnel; d) the National Director of Communication and Training will support professional development activities; and d) the Chief Innovation Officer will lead the process to launch the Career EDGE platform.

Participant Planning Summary Form

Proposer: Career TEAM, LLC

County: Jefferson

Program: Dislocated Worker

Participants	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Total Participants	10	15	25	35
Program Exits	12	24	36	21
Placements	11	22	33	18

The following Performance Indicators will be some of the contractual factors used to evaluate the effectiveness of Adult and Dislocated Worker Programs.

Performance Indicators	Proposed
Placement Rate (Placements at time of Exit / Total Exits)	87%
Cost Per Participant (Total 4 th Qtr Budget/Total Participants in 4 th Qtr)	\$ 406.71

Attachment C-1**Budget****Proposer:** Career TEAM, LLC**County:** Jefferson**Program:** Dislocated Worker

Account Title	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Staff Wages	\$ 6,446.94	\$ 6,446.94	\$ 6,446.94	\$ 6,446.94
Staff Benefits	\$ 1,526.30	\$ 1,526.30	\$ 1,526.30	\$ 1,526.30
Supplies	\$ 120.50	\$ 120.50	\$ 120.50	\$ 120.50
Communications	\$ 46.15	\$ 46.15	\$ 46.15	\$ 46.15
Staff Travel	\$ 192.81	\$ 192.81	\$ 192.81	\$ 192.81
Equipment Rent	\$ 120.50	\$ 120.50	\$ 120.50	\$ 120.50
Equipment Expense				
Equipment Purchase				
Premises Rent	\$ 676.82	\$ 676.82	\$ 676.82	\$ 676.82
Premises Expenses				
Insurance & Bonding	\$ 120.50	\$ 120.50	\$ 120.50	\$ 120.50
Participant Support Services	\$ 524.37	\$ 524.37	\$ 524.37	\$ 524.37
Work Experience Wages	\$ 805.81	\$ 805.81	\$ 805.81	\$ 805.81
Work Experience Benefits	\$ 131.09	\$ 131.09	\$ 131.09	\$ 131.09
Occupational Skill Training	\$ 1,704.19	\$ 1,704.19	\$ 1,704.19	\$ 1,704.19
On-The-Job Training Reimbursement	\$ 393.28	\$ 393.28	\$ 393.28	\$ 393.28
Other Miscellaneous – Specify	\$1,031.34	\$1,031.34	\$1,031.34	\$1,031.34
Total Budget	\$ 16,934.64	\$ 16,934.64	\$ 16,934.64	\$ 16,934.64

Attachment C-2

Budget Narrative

Proposer Career TEAM, LLC
County Jefferson
Program Dislocated Worker

Briefly describe how you arrived at the line item totals which are contained in your budget.

Account Title	Narrative/Computations
Staff Salaries	1 FTEs are billed to Jefferson county with a proportion of staff time charged to the Dislocated Worker grant.
Staff Benefits	<ul style="list-style-type: none"> • FICA/MICA, set at 7.65% of staff salaries, as required by the Internal Revenue Service (IRS); • Workman's Compensation, set at 2.00% of staff salaries; • Unemployment Compensation Insurance, set at 2.00% of staff salaries; and • Health Insurance, provided at a monthly employer contribution of \$330 for employee only and up to \$950 for family plans.
Supplies	The annual cost of copying, printing, postage and other related office supplies and expenses has been budgeted at a total contractual cost of \$482 for Jefferson county with a proportion spent on the Dislocated Worker grant
Communications	Cell phone reimbursement for FTEs staff who will be doing field work and travel, this may also include mifis for internet access. Our budget contains \$184 for communications.
Staff Travel	We expect that staff will spend significant time in the community building relationships, serving customers and visiting multiple sites. Additionally, we intend to offer significant program support from our corporate team for training the staff as part of the transition. Our budget contains \$771 to support travel.
Equipment Rent	The estimated budget for any lease agreements, copier, etc. is \$482 for Jefferson county proportion for the Dislocated Worker Grant.
Equipment Expense	N?A

Equipment Purchase	N/A - Assume all computers/printers are owned by the board and do not need to be repurchased. Budgets can be revised to accommodate this if needed.
Premises Rent	The estimated budget for any rental lease \$2,707 for Jefferson county proportion for the Dislocated Worker Grant.
Premises Expense	N/A – any premise expense will be included in the Rental line item above.

Attachment C-2 (continued)

Budget Narrative

Account Title	Narrative/Computations
Insurance & Bonding	The budget has estimated \$482 for Liability insurance and associated umbrella policies for Jefferson county with a proportion spent on the Dislocated Worker grant
Participant Support Services	The budget reserves \$2,097 of Dislocated worker funds to support participant support costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Wages	The budget reserves \$3,223 of Dislocated worker funds for the cost of participant work experience salaries. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Benefits	The budget reserves \$524 of Dislocated worker funds for the cost of participant work experience payroll taxes and associated benefits. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Occupational Skill Training	The budget reserves \$6816 of Dislocated worker funds to support participant training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
On-The-Job Training	The budget reserves \$1,573 of Dislocated worker funds to support participant on the job training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Other Miscellaneous – Specify	<ul style="list-style-type: none"> Other: Career Team is the exclusive provider of Career EDGE technology platform and content. We have included a licensing fee comparable to other public

workforce development clients and a minimal charge for set up and customization.

- Indirect: Career Team applies a 10% de minimis rate calculated in accordance with federal regulations (10% of operational costs). We are budgeting \$8312 for Indirect Administrative Costs.
- Profit: Career TEAM has included a modest budget of \$3629 for management performance incentives.

Participant Planning Summary Form

Proposer: Career TEAM, LLC

County: Jefferson

Program: Adult

Participants	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Total Participants	10	20	30	45
Program Exits	12	24	36	25
Placements	11	22	33	22

The following Performance Indicators will be some of the contractual factors used to evaluate the effectiveness of Adult and Dislocated Worker Programs.

Performance Indicators	Proposed
Placement Rate (Placements at time of Exit / Total Exits)	88%
Cost Per Participant (Total 4 th Qtr Budget/Total Participants in 4 th Qtr)	\$ 305.89

Attachment C-1**Budget****Proposer:** Career TEAM, LLC**County:** Jefferson**Program:** Adult

Account Title	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Staff Wages	\$ 6,928.06	\$ 6,928.06	\$ 6,928.06	\$ 6,928.06
Staff Benefits	\$ 1,640.20	\$ 1,640.20	\$ 1,640.20	\$ 1,640.20
Supplies	\$ 129.50	\$ 129.50	\$ 129.50	\$ 129.50
Communications	\$ 49.59	\$ 49.59	\$ 49.59	\$ 49.59
Staff Travel	\$ 207.19	\$ 207.19	\$ 207.19	\$ 207.19
Equipment Rent	\$ 129.50	\$ 129.50	\$ 129.50	\$ 129.50
Equipment Expense				
Equipment Purchase				
Premises Rent	\$ 727.33	\$ 727.33	\$ 727.33	\$ 727.33
Premises Expenses				
Insurance & Bonding	\$ 129.50	\$ 129.50	\$ 129.50	\$ 129.50
Participant Support Services	\$ 507.06	\$ 507.06	\$ 507.06	\$ 507.06
Work Experience Wages	\$ 779.21	\$ 779.21	\$ 779.21	\$ 779.21
Work Experience Benefits	\$ 126.76	\$ 126.76	\$ 126.76	\$ 126.76
Occupational Skill Training	\$ 1,647.94	\$ 1,647.94	\$ 1,647.94	\$ 1,647.94
On-The-Job Training Reimbursement	\$ 380.29	\$ 380.29	\$ 380.29	\$ 380.29
Other Miscellaneous – Specify	\$8,558.64	\$8,558.64	\$8,558.64	\$8,558.64
Total Budget	\$ 17,815.36	\$ 17,815.36	\$ 17,815.36	\$ 17,815.36

Attachment C-2

Budget Narrative

Proposer Career TEAM, LLC
County Clallam
Program Adult-----

Briefly describe how you arrived at the line item totals which are contained in your budget.

Account Title	Narrative/Computations
Staff Salaries	<ul style="list-style-type: none"> 1 FTEs are billed to Jefferson County with a proportion of staff time charged to the Adult grant.
Staff Benefits	<ul style="list-style-type: none"> FICA/MICA, set at 7.65% of staff salaries, as required by the Internal Revenue Service (IRS); Workman's Compensation, set at 2.00% of staff salaries; Unemployment Compensation Insurance, set at 2.00% of staff salaries; and Health Insurance, provided at a monthly employer contribution of \$330 for employee only and up to \$950 for family plans.
Supplies	<ul style="list-style-type: none"> The annual cost of copying, printing, postage and other related office supplies and expenses has been budgeted at a total contractual cost of \$1,000 for Jefferson county with a proportion spent on the Jefferson Adult grant
Communications	<ul style="list-style-type: none"> Cell phone reimbursement for FTEs staff who will be doing field work and travel, this may also include mifis for internet access. Our budget contains \$382 for communications.
Staff Travel	<ul style="list-style-type: none"> We expect that staff Specialists will spend significant time in the community building relationships, serving customers and visiting multiple sites. Additionally, we intend to offer significant program support from our corporate team for training the staff as part of the transition. Our budget contains \$1,600 to support travel.
Equipment Rent	<ul style="list-style-type: none"> The estimated budget for any lease agreements, copier, etc. is \$1,000 for Jefferson county proportion for the Dislocated Worker Grant.
Equipment Expense	<ul style="list-style-type: none"> N/A

Equipment Purchase	N/A - Assume all computers/printers are owned by the board and do not need to be repurchased. Budgets can be revised to accommodate this if needed.
Premises Rent	The estimated budget for any rental lease \$x for Jefferson county proportion for the Dislocated Worker Grant.
Premises Expense	N/A – any premise expense will be included in the Rental line item above.

Attachment C-2 (continued)

Budget Narrative

Account Title	Narrative/Computations
Insurance & Bonding	The budget has estimated \$1,000 for Liability insurance and associated umbrella policies for Clallam county with a proportion spent on the Adult grant
Participant Support Services	The budget reserves \$4,125 of Adult funds to support participant support costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Wages	The budget reserves \$6,340 of Adult funds for the cost of participant work experience salaries. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Benefits	The budget reserves \$1,031 of Adult funds for the cost of participant work experience payroll taxes and associated benefits. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Occupational Skill Training	The budget reserves \$13,405 of Adult funds to support participant training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
On-The-Job Training	The budget reserves \$3,094 of Adult funds to support participant on the job training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Other Miscellaneous – Specify	<ul style="list-style-type: none"> Other: Career Team is the exclusive provider of Career EDGE technology platform and content. We have included a licensing fee comparable to other public workforce development clients and a minimal charge for set up and customization.

- Indirect: Career Team applies a 10% de minimis rate calculated in accordance with federal regulations (10% of operational costs). We are budgeting \$20,179 for Indirect Administrative Costs.
- Profit: Career TEAM has included a modest budget of \$7,530 for management performance incentives.

Participant Planning Summary Form

Proposer: Career TEAM, LLC

County: Clallam

Program: Dislocated Worker

Participants	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Total Participants	20	40	60	80
Program Exits	12	24	36	48
Placements	11	22	33	42

The following Performance Indicators will be some of the contractual factors used to evaluate the effectiveness of Adult and Dislocated Worker Programs.

Performance Indicators	Proposed
Placement Rate (Placements at time of Exit / Total Exits)	85%
Cost Per Participant (Total 4 th Qtr Budget/Total Participants in 4 th Qtr)	\$ 521.10

Attachment C-1**Budget****Proposer:** Career TEAM, LLC**County:** Clallam**Program:** Dislocated Worker

Account Title	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Staff Wages	\$ 22,712.36	\$ 22,712.36	\$ 22,712.36	\$ 22,712.36
Staff Benefits	\$ 5,271.13	\$ 5,271.13	\$ 5,271.13	\$ 5,271.13
Supplies	\$ 317.74	\$ 317.74	\$ 317.74	\$ 317.74
Communications	\$ 69.90	\$ 69.90	\$ 69.90	\$ 69.90
Staff Travel	\$ 317.74	\$ 317.74	\$ 317.74	\$ 317.74
Equipment Rent	\$ 127.10	\$ 127.10	\$ 127.10	\$ 127.10
Equipment Expense				
Equipment Purchase				
Premises Rent	\$ 1,017.19	\$ 1,017.19	\$ 1,017.19	\$ 1,017.19
Premises Expenses				
Insurance & Bonding	\$ 254.20	\$ 254.20	\$ 254.20	\$ 254.20
Participant Support Services	\$ 1,535.65	\$ 1,535.65	\$ 1,535.65	\$ 1,535.65
Work Experience Wages	\$ 2,359.87	\$ 2,359.87	\$ 2,359.87	\$ 2,359.87
Work Experience Benefits	\$ 383.91	\$ 383.91	\$ 383.91	\$ 383.91
Occupational Skill Training	\$ 4,990.85	\$ 4,990.85	\$ 4,990.85	\$ 4,990.85
On-The-Job Training Reimbursement	\$ 1,151.74	\$ 1,151.74	\$ 1,151.74	\$ 1,151.74
Other Miscellaneous – Specify	\$10,990.61	\$10,990.61	\$10,990.61	\$10,990.61
Total Budget				

Attachment C-2

Budget Narrative

Proposer Career TEAM, LLC
County Clallam
Program Dislocated Worker

Briefly describe how you arrived at the line item totals which are contained in your budget.

Account Title	Narrative/Computations
Staff Salaries	<ul style="list-style-type: none"> 1 FTEs are billed to Clallam County with a proportion of staff time charged to the Adult grant.
Staff Benefits	<ul style="list-style-type: none"> FICA/MICA, set at 7.65% of staff salaries, as required by the Internal Revenue Service (IRS); Workman's Compensation, set at 2.00% of staff salaries; Unemployment Compensation Insurance, set at 2.00% of staff salaries; and Health Insurance, provided at a monthly employer contribution of \$330 for employee only and up to \$950 for family plans.
Supplies	<ul style="list-style-type: none"> The annual cost of copying, printing, postage and other related office supplies and expenses has been budgeted at a total contractual cost of \$1,000 for Clallam County with a proportion spent on the Jefferson Adult grant
Communications	<ul style="list-style-type: none"> Cell phone reimbursement for FTEs staff who will be doing field work and travel, this may also include mifis for internet access. Our budget contains \$382 for communications.
Staff Travel	<ul style="list-style-type: none"> We expect that staff Specialists will spend significant time in the community building relationships, serving customers and visiting multiple sites. Additionally, we intend to offer significant program support from our corporate team for training the staff as part of the transition. Our budget contains \$1,600 to support travel.
Equipment Rent	<ul style="list-style-type: none"> The estimated budget for any lease agreements, copier, etc. is \$1,000 for Clallam County proportion for the Dislocated Worker Grant.
Equipment Expense	<ul style="list-style-type: none"> N/A

Equipment Purchase	N/A - Assume all computers/printers are owned by the board and do not need to be repurchased. Budgets can be revised to accommodate this if needed.
Premises Rent	The estimated budget for any rental lease \$4,068 for Clallam County proportion for the Dislocated Worker Grant.
Premises Expense	N/A – any premise expense will be included in the Rental line item above.

Attachment C-2 (continued)

Budget Narrative

Account Title	Narrative/Computations
Insurance & Bonding	The budget has estimated \$1,000 for Liability insurance and associated umbrella policies for Clallam county with a proportion spent on the Adult grant
Participant Support Services	The budget reserves \$4,125 of Adult funds to support participant support costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Wages	The budget reserves \$6,340 of Adult funds for the cost of participant work experience salaries. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Benefits	The budget reserves \$1,031 of Adult funds for the cost of participant work experience payroll taxes and associated benefits. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Occupational Skill Training	The budget reserves \$13,405 of Adult funds to support participant training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
On-The-Job Training	The budget reserves \$3,094 of Adult funds to support participant on the job training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Other Miscellaneous – Specify	<ul style="list-style-type: none"> Other: Career Team is the exclusive provider of Career EDGE technology platform and content. We have included a licensing fee comparable to other public workforce development clients and a minimal charge for set up and customization.

- Indirect: Career Team applies a 10% de minimis rate calculated in accordance with federal regulations (10% of operational costs). We are budgeting \$20,179 for Indirect Administrative Costs.
- Profit: Career TEAM has included a modest budget of \$7,530 for management performance incentives.

Participant Planning Summary Form

Proposer: Career TEAM, LLC

County: Clallam

Program: Adult

Participants	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Total Participants	20	40	60	80
Program Exits	12	24	36	48
Placements	11	22	33	42

The following Performance Indicators will be some of the contractual factors used to evaluate the effectiveness of Adult and Dislocated Worker Programs.

Performance Indicators	Proposed
Placement Rate (Placements at time of Exit / Total Exits)	85%
Cost Per Participant (Total 4 th Qtr. Budget/Total Participants in 4 th Qtr.)	\$ 403.11

Attachment C-1

Budget

Proposer: Career TEAM, LLC

County: Clallam

Program: Adult

Account Title	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Staff Wages	\$ 21,962.64	\$ 21,962.64	\$ 21,962.64	\$ 21,962.64
Staff Benefits	\$ 5,097.13	\$ 5,097.13	\$ 5,097.13	\$ 5,097.13
Supplies	\$ 307.26	\$ 307.26	\$ 307.26	\$ 307.26
Communications	\$ 67.60	\$ 67.60	\$ 67.60	\$ 67.60
Staff Travel	\$ 307.26	\$ 307.26	\$ 307.26	\$ 307.26
Equipment Rent	\$ 122.90	\$ 122.90	\$ 122.90	\$ 122.90
Equipment Expense				
Equipment Purchase				
Premises Rent	\$ 983.61	\$ 983.61	\$ 983.61	\$ 983.61
Premises Expenses				
Insurance & Bonding	\$ 245.80	\$ 245.80	\$ 245.80	\$ 245.80
Participant Support Services	\$ 1,484.96	\$ 1,484.96	\$ 1,484.96	\$ 1,484.96
Work Experience Wages	\$ 2,281.97	\$ 2,281.97	\$ 2,281.97	\$ 2,281.97
Work Experience Benefits	\$ 371.24	\$ 371.24	\$ 371.24	\$ 371.24
Occupational Skill Training	\$ 4,826.11	\$ 4,826.11	\$ 4,826.11	\$ 4,826.11
On-The-Job Training Reimbursement	\$ 1,113.72	\$ 1,113.72	\$ 1,113.72	\$ 1,113.72
Other Miscellaneous – Specify	\$21,618	\$21,618	\$21,618	\$21,618
Total Budget	\$ 49,800.00	\$ 49,800.00	\$ 49,800.00	\$ 49,800.00

Attachment C-2

Budget Narrative

Proposer Career TEAM, LLC
County Clallam
Program Adult

Briefly describe how you arrived at the line item totals which are contained in your budget.

Account Title	Narrative/Computations
Staff Salaries	4 FTEs are billed to Clallam County with a proportion of staff time charged to the Adult grant
Staff Benefits	<ul style="list-style-type: none"> • FICA/MICA, set at 7.65% of staff salaries, as required by the Internal Revenue Service (IRS). • Workman's Compensation set at 2.00% of staff salaries. • Unemployment Compensation Insurance, set at 2.00% of staff salaries; and • Health Insurance provided at a monthly employer contribution of \$330 for employee only and up to \$950 for family plans.
Supplies	The annual cost of copying, printing, postage and other related office supplies and expenses has been budgeted at a total contractual cost of \$1,229 for Clallam County with a proportion spent on the Adult grant
Communications	Cell phone reimbursement for FTEs staff who will be doing field work and travel, this may also include MiFi for internet access. Our budget contains \$270 for communications.
Staff Travel	We expect that staff Specialists will spend significant time in the community building relationships, serving customers and visiting multiple sites. Additionally, we intend to offer significant program support from our corporate team for training the staff as part of the transition. Our budget contains \$1,229 to support travel.
Equipment Rent	The estimated budget for any lease agreements, copier, etc. is \$492 for Clallam county proportion for the Adult Grant.
Equipment Expense	N/A
Equipment Purchase	N/A - Assume all computers/printers are owned by the board and do not need to be repurchased. Budgets can be revised to accommodate this if needed.

Account Title	Narrative/Computations
Premises Rent	The estimated budget for any rental lease \$3,934 for Clallam County proportion for the Adult Grant.
Premises Expense	N/A – any premise expense will be included in the Rental line item above.

Attachment C-2 (continued)

Budget Narrative

Account Title	Narrative/Computations
Insurance & Bonding	<ul style="list-style-type: none"> The budget has estimated \$983 for Liability insurance and associated umbrella policies for Clallam County with a proportion spent on the Adult grant
Participant Support Services	<ul style="list-style-type: none"> The budget reserves \$5940 of Adult funds to support participant support costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Wages	<ul style="list-style-type: none"> The budget reserves \$9,128 of Adult funds for the cost of participant work experience salaries. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Benefits	<ul style="list-style-type: none"> The budget reserves \$1,485 of Adult funds for the cost of participant work experience payroll taxes and associated benefits. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Occupational Skill Training	<ul style="list-style-type: none"> The budget reserves \$19,304 of Adult funds to support participant training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
On-The-Job Training	<ul style="list-style-type: none"> The budget reserves \$4,455 of Adult funds to support participant on the job training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Other Miscellaneous – Specify	<ul style="list-style-type: none"> Other: Career Team is the exclusive provider of Career EDGE technology platform and content. We have included a licensing fee comparable to other public workforce development clients and a minimal charge for set up and customization of \$18,673. Indirect: Career Team applies a 10% de minimis rate calculated in accordance with federal regulations (10% of operational costs). We are budgeting \$13,416 for Indirect Administrative Costs.

Account Title	Narrative/Computations
	<ul style="list-style-type: none"><li data-bbox="527 105 1274 178">• Profit: Career TEAM has included a modest budget of \$10,422 for management performance incentives.

Participant Planning Summary Form

Proposer: Career TEAM, LLC

County: Kitsap

Program: Dislocated Worker

Participants	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Total Participants	20	40	60	80
Program Exits	12	24	36	48
Placements	11	22	33	42

The following Performance Indicators will be some of the contractual factors used to evaluate the effectiveness of Adult and Dislocated Worker Programs.

Performance Indicators	Proposed
Placement Rate (Placements at time of Exit / Total Exits)	85%
Cost Per Participant (Total 4 th Qtr. Budget/Total Participants in 4 th Qtr.)	\$ 595.54

Attachment C-1**Budget****Proposer:** Career TEAM, LLC**County:** Kitsap**Program:** Dislocated Worker

Account Title	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Staff Wages	\$ 23,363.53	\$ 23,363.53	\$ 23,363.53	\$ 23,363.53
Staff Benefits	\$ 5,709.12	\$ 5,709.12	\$ 5,709.12	\$ 5,709.12
Supplies	\$ 1,109.03	\$ 1,109.03	\$ 1,109.03	\$ 1,109.03
Communications	\$ 277.26	\$ 277.26	\$ 277.26	\$ 277.26
Staff Travel	\$ 924.19	\$ 924.19	\$ 924.19	\$ 924.19
Equipment Rent	\$ 323.47	\$ 323.47	\$ 323.47	\$ 323.47
Equipment Expense				
Equipment Purchase				
Premises Rent	\$ 2,847.04	\$ 2,847.04	\$ 2,847.04	\$ 2,847.04
Premises Expenses				
Insurance & Bonding	\$ 277.26	\$ 277.26	\$ 277.26	\$ 277.26
Participant Support Services	\$ 3,071.29	\$ 3,071.29	\$ 3,071.29	\$ 3,071.29
Work Experience Wages	\$ 4,719.73	\$ 4,719.73	\$ 4,719.73	\$ 4,719.73
Work Experience Benefits	\$ 767.82	\$ 767.82	\$ 767.82	\$ 767.82
Occupational Skill Training	\$ 9,981.71	\$ 9,981.71	\$ 9,981.71	\$ 9,981.71
On-The-Job Training Reimbursement	\$ 2,303.47	\$ 2,303.47	\$ 2,303.47	\$ 2,303.47
Other Miscellaneous – Specify	\$11,637.39	\$11,637.39	\$11,637.39	\$11,637.39
Total Budget	\$ 67,312.31	\$ 67,312.31	\$ 67,312.31	\$ 67,312.31

Attachment C-2

Budget Narrative

Proposer Career TEAM, LLC
County Kitsap
Program Dislocated Worker

Briefly describe how you arrived at the line item totals which are contained in your budget.

Account Title	Narrative/Computations
Staff Salaries	6 FTEs are billed to Kitsap County with a proportion of staff time charged to the Dislocated Worker grant
Staff Benefits	<ul style="list-style-type: none"> • FICA/MICA, set at 7.65% of staff salaries, as required by the Internal Revenue Service (IRS). • Workman's Compensation set at 2.00% of staff salaries. • Unemployment Compensation Insurance, set at 2.00% of staff salaries; and • Health Insurance provided at a monthly employer contribution of \$330 for employee only and up to \$950 for family plans.
Supplies	The annual cost of copying, printing, postage and other related office supplies and expenses has been budgeted at a total contractual cost of \$4,436 for Kitsap County with a proportion spent on the Dislocated Worker grant
Communications	Cell phone reimbursement for FTEs staff who will be doing field work and travel, this may also include MiFi for internet access. Our budget contains \$1,109 for communications.
Staff Travel	We expect that staff Specialists will spend significant time in the community building relationships, serving customers and visiting multiple sites. Additionally, we intend to offer significant program support from our corporate team for training the staff as part of the transition. Our budget contains \$3697 to support travel.
Equipment Rent	The estimated budget for any lease agreements, copier, etc. is \$1,294 for Kitsap County proportion for the Dislocated Worker Grant.
Equipment Expense	N/A

Account Title	Narrative/Computations
Equipment Purchase	N/A - Assume all computers/printers are owned by the board and do not need to be repurchased. Budgets can be revised to accommodate this if needed.
Premises Rent	The estimated budget for any rental lease \$11,388 for Kitsap county proportion for the Dislocated Worker Grant.
Premises Expense	N/A – any premise expense will be included in the Rental line item above.

Attachment C-2 (continued)

Budget Narrative

Account Title	Narrative/Computations
Insurance & Bonding	<ul style="list-style-type: none"> The budget has estimated \$1,109 for Liability insurance and associated umbrella policies for Kitsap county with a proportion spent on the Dislocated Worker grant
Participant Support Services	<ul style="list-style-type: none"> The budget reserves \$12,285 of Dislocated worker funds to support participant support costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Wages	<ul style="list-style-type: none"> The budget reserves \$18,879 of Dislocated worker funds for the cost of participant work experience salaries. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Benefits	<ul style="list-style-type: none"> The budget reserves \$3,071 of Dislocated worker funds for the cost of participant work experience payroll taxes and associated benefits. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Occupational Skill Training	<ul style="list-style-type: none"> The budget reserves \$39,927 of Dislocated worker funds to support participant training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
On-The-Job Training	<ul style="list-style-type: none"> The budget reserves \$9,214 of Dislocated worker funds to support participant on the job training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.

Account Title	Narrative/Computations
Other Miscellaneous – Specify	<ul style="list-style-type: none"> • Other: Career Team is the exclusive provider of Career EDGE technology platform and content. We have included a licensing fee comparable to other public workforce development clients and a minimal charge for set up and customization of \$19,429. • Indirect: Career Team applies a 10% de minimis rate calculated in accordance with federal regulations (10% of operational costs). We are budgeting \$15,875 for Indirect Administrative Costs. • Profit: Career TEAM has included a modest budget of \$11,245 for management performance incentives.

Participant Planning Summary Form

Proposer: Career TEAM, LLC

County: Kitsap

Program: Adult

Participants	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Total Participants	20	40	60	80
Program Exits	12	24	36	48
Placements	11	22	33	42

The following Performance Indicators will be some of the contractual factors used to evaluate the effectiveness of Adult and Dislocated Worker Programs.

Performance Indicators	Proposed
Placement Rate (Placements at time of Exit / Total Exits)	85%
Cost Per Participant (Total 4 th Qtr. Budget/Total Participants in 4 th Qtr.)	\$ 383.92

Attachment C-1**Budget****Proposer:** Career TEAM, LLC**County:** Kitsap**Program:** Adult

Account Title	7/1/20 – 9/30/20	10/1/20 – 12/31/20	1/1/21 – 3/31/21	4/1/21 – 6/30/21
Staff Wages	\$ 39,836.47	\$ 39,836.47	\$ 39,836.47	\$ 39,836.47
Staff Benefits	\$ 9,734.45	\$ 9,734.45	\$ 9,734.45	\$ 9,734.45
Supplies	\$ 1,890.97	\$ 1,890.97	\$ 1,890.97	\$ 1,890.97
Communications	\$ 472.74	\$ 472.74	\$ 472.74	\$ 472.74
Staff Travel	\$ 1,575.81	\$ 1,575.81	\$ 1,575.81	\$ 1,575.81
Equipment Rent	\$ 551.53	\$ 551.53	\$ 551.53	\$ 551.53
Equipment Expense				
Equipment Purchase				
Premises Rent	\$ 4,854.41	\$ 4,854.41	\$ 4,854.41	\$ 4,854.41
Premises Expenses				
Insurance & Bonding	\$ 472.74	\$ 472.74	\$ 472.74	\$ 472.74
Participant Support Services	\$ 2,969.91	\$ 2,969.91	\$ 2,969.91	\$ 2,969.91
Work Experience Wages	\$ 4,563.94	\$ 4,563.94	\$ 4,563.94	\$ 4,563.94
Work Experience Benefits	\$ 742.48	\$ 742.48	\$ 742.48	\$ 742.48
Occupational Skill Training	\$ 9,652.21	\$ 9,652.21	\$ 9,652.21	\$ 9,652.21
On-The-Job Training Reimbursement	\$ 2,227.43	\$ 2,227.43	\$ 2,227.43	\$ 2,227.43
Other Miscellaneous – Specify	\$4,960.64	\$4,960.64	\$4,960.64	\$4,960.64
Total Budget	\$ 99,387.69	\$ 99,387.69	\$ 99,387.69	\$ 99,387.69

Attachment C-2

Budget Narrative

Proposer Career TEAM, LLC
County Kitsap
Program Adult

Briefly describe how you arrived at the line item totals which are contained in your budget.

Account Title	Narrative/Computations
Staff Salaries	6 FTEs are billed to Kitsap County with a proportion of staff time charged to the Adult grant
Staff Benefits	<ul style="list-style-type: none"> • FICA/MICA, set at 7.65% of staff salaries, as required by the Internal Revenue Service (IRS). • Workman's Compensation set at 2.00% of staff salaries. • Unemployment Compensation Insurance, set at 2.00% of staff salaries; and • Health Insurance provided at a monthly employer contribution of \$330 for employee only and up to \$950 for family plans.
Supplies	The annual cost of copying, printing, postage and other related office supplies and expenses has been budgeted at a total contractual cost of \$7,564 for Kitsap County with a proportion spent on the Adult grant
Communications	Cell phone reimbursement for FTEs staff who will be doing field work and travel, this may also include MiFi for internet access. Our budget contains \$1,891 for communications.
Staff Travel	We expect that staff Specialists will spend significant time in the community building relationships, serving customers and visiting multiple sites. Additionally, we intend to offer significant program support from our corporate team for training the staff as part of the transition. Our budget contains \$6,303 to support travel.
Equipment Rent	The estimated budget for any lease agreements, copier, etc. is \$2,206 for Kitsap County proportion for the Adult Grant.
Equipment Expense	N/A
Equipment Purchase	N/A - Assume all computers/printers are owned by the board and do not need to be repurchased. Budgets can be revised to accommodate this if needed.

Account Title	Narrative/Computations
Premises Rent	The estimated budget for any rental lease \$2,206 for Kitsap county proportion for the Adult Grant.
Premises Expense	N/A – any premise expense will be included in the Rental line item above.

Page 50

Attachment C-2 (continued)

Budget Narrative

Account Title	Narrative/Computations
Insurance & Bonding	The budget has estimated \$1,891 for Liability insurance and associated umbrella policies for Kitsap County with a proportion spent on the Adult grant
Participant Support Services	The budget reserves \$11,880 of Adult funds to support participant support costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Wages	The budget reserves \$18,256 of Adult funds for the cost of participant work experience salaries. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
WEX Benefits	The budget reserves \$2,970 of Adult funds for the cost of participant work experience payroll taxes and associated benefits. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Occupational Skill Training	The budget reserves \$38,609 of Adult funds to support participant training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
On-The-Job Training	The budget reserves \$8,910 of Adult funds to support participant on the job training costs. We will work collaboratively with the board to allocate participant costs in a manner that creates the most return on investment.
Other Miscellaneous – Specify	<ul style="list-style-type: none"> • Other: Career Team is the exclusive provider of Career EDGE technology platform and content. We have included a licensing fee comparable to other public workforce development clients and a minimal charge for set up and customization of \$33,128 • Indirect: Career Team applies a 10% de minimis rate calculated in accordance with federal regulations (10% of operational costs). We are budgeting \$27,068 for Indirect Administrative Costs. • Profit: Career TEAM has included a modest budget of \$19,174 for management performance incentives.

Page 51

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions


This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

(BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Chris Kuselias CEO

Name and Title of Authorized Representative



Signature

3-13-20

Date

Appendix B--Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions

Instructions for Certification

1. By signing and submitting this proposal, the prospective lower tier participant is providing the certification set out below.

2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

4. The terms "covered transactions," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal

is submitted for assistance in obtaining a copy of those regulations.

5. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.

6. The prospective lower tier participant further agrees by submitting this proposal that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Non-procurement List (Tel. #).

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The

knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions

(1) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

[FR Doc. 88-11581 Filed 5-25-88; 8:43 a.m.]

Certification Regarding Lobbying


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

- (1) No Federal appropriated funds have been paid or sill be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an 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.

Career Team LLC

Contractor Organization



Signature of Certifying Official

3-13-20

Date