

REQUEST FOR PROPOSALS

For the period July 1, 2019 – June 30, 2021
(with an option to extend)

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) YOUTH SERVICES

RELEASE DATE:
January 28, 2019

DUE DATE:
March 15, 2019
4:00PM (PST)



**Clackamas
Workforce
Partnership**
WORKFORCE DEVELOPMENT BOARD

365 Warner Milne Rd, Suite 202
Oregon City, OR 97045
(503) 657-6644
www.clackamasworkforce.org

The Clackamas Workforce Partnership is an equal opportunity employer / program. Auxiliary aids and services available upon request to individuals with disabilities.

TABLE OF CONTENTS

1. GENERAL INFORMATION	2
Purpose and Amount of Request for Proposals	2
Timeline	3
Inquiries, Bidders' Conference	4
Internet Links	5
Provisions and Disclaimers	6
2. BACKGROUND	7
Clackamas Workforce Partnership	7
WIOA Youth Services	8
Performance Expectations	10
3. PROPOSAL RESPONSE	11
Submission Requirements, Withdrawals	11
Appeals	12
Proposal Cover Page	13
Proposal Checklist	14
Statement of Compliance	15
Administrative Requirements	16
Evidence of Expertise	18
Experience and Past Performance	18
Program Design	19
Staffing Plan, Program Cost	20

1. GENERAL INFORMATION

Purpose and Amount of Request for Proposals

Clackamas Workforce Partnership, in the local workforce development area comprised of Clackamas County, is soliciting competitive proposals for the delivery of Youth program services that places primary emphasis on serving out-of-school youth ages 16 to 24, while also offering services to in-school youth, ages 14 to 21 under the Workforce Innovation and Opportunity Act (WIOA).

The contract resulting from this request for proposals is anticipated to begin July 1, 2019 and end June 30, 2021. Clackamas Workforce Partnership reserves the option to extend the contract for an additional three years on a year-to-year basis, based on future funding availability, contractor's satisfactory performance, and other factors as determined by Clackamas Workforce Partnership.

The federal government allocates WIOA Youth funds annually each spring. Bidders should ensure that the grand total of their proposal does not exceed \$450,000 per program year. Clackamas Workforce Partnership strongly encourages respondents to leverage resources and build coalitions that result in an innovative and responsive system.

Timeline

Date	Activity
Monday, January 28, 2019	Request for Proposals Released
Friday, February 15, 2019 – 4:00PM	RSVP for bidder’s conference
Thursday, February 21, 2019 – 1:00PM	Bidders conference
Tuesday, March 12, 2019 – 3:00PM	End date for bidder’s questions
Friday, March 15, 2019 – 4:00PM	Proposals due
Monday, March 18, 2019	Evaluation process begins
May 2019	Provisional contract award notifications
June 2019	Contract negotiations
Monday, July 1, 2019	Contracts signed
Monday, July 1, 2019	Services begin

Clackamas Workforce Partnership reserves the right to make changes to the above timeline.

Inquiries

The website (<http://www.clackamasworkforce.org/>) will be used as the primary mode of communication between Clackamas Workforce Partnership and potential bidders.

- Beginning January 28, 2019 interested parties can download the Request for Proposals from the website.
- Any inquiry related to this request for proposals must be submitted electronically to rfp@clackamasworkforce.org.
- Questions will not be answered over the phone.
- A question and answer page on the website will be updated as often as daily, if necessary, through Monday, March 12, 2018.

Bidders are responsible to check the web page frequently to stay connected and apprised throughout the process.

Bidders' Conference

A Bidders Conference will be held for interested parties on:

DATE: Thursday, February 21, 2019
TIME: 1:00-3:00PM
LOCATION: Clackamas Workforce Partnership
365 Warner Milne Road, Suite 202
Oregon City, OR 97045

- All potential bidders are encouraged to attend, but attendance is not mandatory in order to submit a response.
- Bidders are asked to notify Clackamas Workforce Partnership at rfp@clackamasworkforce.org of their intention to attend the conference by Friday, February 15, 2018 no later than 4:00PM. Clackamas Workforce Partnership staff will take verbal questions during the conference, but may choose to defer answers. Deferred answers will be posted on the Clackamas Workforce Partnership's website within two business days after the conference.

Internet Links

Workforce Innovation and Opportunity Act

<http://www.doleta.gov/wioa/>

Training and Employment Guidance Letter 21-16

https://wdr.doleta.gov/directives/attach/TEGL/TEGL_21-16.pdf

State of Oregon WIOA Policies and Guidance

<http://www.wioainoregon.org/policies-and-guidance.html>

Clackamas Workforce Partnership Background and Information

<http://www.clackamasworkforce.org/>

Clackamas Workforce Partnership's Strategic Plan

<http://www.clackamasworkforce.org/media/uploads/CWPlanMod.pdf>

Clackamas Workforce Partnership's Local Unified Plan

<http://www.clackamasworkforce.org/unified-plan/>

WorkSource Oregon Operational Standards

http://wsostandards.weebly.com/uploads/5/8/7/9/58796091/wso_operational_standards_document_final_5-22-15.pdf

WorkSource Clackamas

<http://worksourceoregon.org/home/worksourcecenters/238-oregon-city>

Clackamas Workforce Partnership Policies

<http://www.clackamasworkforce.org/policies/>

Columbia-Willamette Workforce Collaborative

<http://www.workforcecollaborative.org/>

<https://careersnw.org/>

Oregon Business Plan

<http://www.oregonbusinessplan.org/>

Clackamas County Economic Landscape

<http://www.clackamas.us/business/economiclandscape.html>

Provisions and Disclaimers

1. All solicitations are contingent upon availability of funds.
2. Clackamas Workforce Partnership reserves the right to accept or reject any or all proposals received.
3. This request for proposals (RFP) is for WIOA and other related programs and funding streams which may become available to Clackamas Workforce Partnership during the funding period.
4. Clackamas Workforce Partnership reserves the right to waive informalities and minor irregularities in offers received.
5. This RFP does not commit Clackamas Workforce Partnership to award a contract.
6. Proposals should follow the format set forth in the Proposal Response section of the request for proposals and adhere to the requirements specified therein.
7. Clackamas Workforce Partnership reserves the right to request additional data or oral discussion or documentation in support of written offers.
8. Costs for developing the proposals are solely the responsibility of the respondents.
9. Proposals submitted for funding consideration must be consistent with, and if funded, operated according to, federal WIOA legislation, all applicable federal regulations, State of Oregon policies, laws and regulations, and Clackamas Workforce Partnership policies.
10. Clackamas Workforce Partnership reserves the right to modify or alter the requirements and standards set forth in this request for proposals based on program requirements mandated by state or federal agencies.
11. The contract award will not be final until Clackamas Workforce Partnership and the bidder have executed a mutually satisfactory contractual agreement. No program activity may begin prior to final Clackamas Workforce Partnership approval of the award and execution of a contractual agreement between the successful bidder and Clackamas Workforce Partnership.
12. Clackamas Workforce Partnership reserves the right to cancel an award immediately if new state or federal regulations or policy makes it necessary to change the program purpose or content substantially, or to prohibit such a program.
13. Clackamas Workforce Partnership reserves the right to determine both the number and the funding level of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process. Bids submitted which are over the maximum amount of funds specified for this request for proposals will be rejected.
14. The proposal warrants that the costs quoted for services in response to the request for proposals are not in excess of those that would be charged any other individual for the same services performed by the bidder.
15. Applicants are advised that most documents in the possession of Clackamas Workforce Partnership are considered public records and subject to disclosure under the State of Oregon's Public Records Law.

2. BACKGROUND

Clackamas Workforce Partnership

Clackamas Workforce Partnership is a non-profit agency that coordinates and oversees the public workforce system in Clackamas County. Clackamas Workforce Partnership brings together business and community leaders, appointed by the Board of County Commissioners, to promote and expand workforce development activities to ensure the long-range economic vitality of the region. Clackamas Workforce Partnership Board is the policy and planning body for the workforce development system in Clackamas County and invests funding necessary to operate the system through the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs as well as other discretionary grant funds. The Board is staffed by Clackamas Workforce Partnership.

The Board's oversight responsibility includes selection and monitoring of workforce development service providers, policy development, and establishment of local performance standards.

Clackamas Workforce Partnership staff work closely with neighboring regions to assure quality services are delivered throughout the broader region and state. Workforce Southwest Washington, Clackamas Workforce Partnership, and Worksystems formed the Columbia-Willamette Workforce Collaborative in 2011. This unique, cross jurisdictional partnership provides a unified approach to serve industry, support economic development, and guide public workforce investments. By working together, the Collaborative aligns capabilities and resources to improve the region's ability to leverage and layer funding streams; to coordinate ideas and strategies; to pursue resources and fill gaps; to link workforce supply and industry demand; and, to enable life-long learning and advancement.

Over the past two years, with the support of a grant from the Meyer Memorial Trust, Northwest Health Foundation/Kaiser Permanente Community Fund, Clackamas Workforce Partnership began laying the foundation for an increased focus on equity throughout our organization and the workforce system. Key components of this work include the development of an Equity Council – a group representative of the community we serve with the mission of providing guidance to our organization – and the creation of an Equity Lens, a tool to be used to ensure equity issues are addressed in our organizational decision-making. This focus on equity throughout Clackamas Workforce Partnership and the workforce system will increase throughout the upcoming five years. Successful respondents will be expected to embrace and actively participate in Clackamas Workforce Partnership's Diversity/Equity/Inclusion initiatives.

WIOA Youth Services

President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

Every year the key programs that form the pillars of WIOA help tens of millions of job seekers and workers to connect to good jobs and acquire the skills and credentials needed to obtain them. The enactment of WIOA provides opportunity for reforms to ensure the American Job Center system is job-driven—responding to the needs of employers and preparing workers for jobs that are available now and in the future.

Services will be provided to in-school youth ages 14 through 21 and out-of-school youth ages 16 through 24 who meet the regulatory eligibility definitions for WIOA Youth formula funds. Directly and through partner relationships, the selected respondent will be responsible for providing outreach, targeted recruitment, assessment, screening, enrollment, career planning and counseling, youth development and leadership opportunities, referral and follow-up services to help youth gain the work readiness, education and occupational skills required to move towards self-sufficiency.

The successful respondent(s) will provide objective assessment of academic levels, occupational and basic skill levels, employability, and service needs of each participant; activities leading to the attainment of a secondary school diploma or its recognized equivalent or a recognized postsecondary credential; strong linkages between academic instruction and occupational education that lead to the attainment of recognized postsecondary credentials. Respondents will develop partnerships that will be leveraged, particularly to assist youth in accessing occupational skills training, preferably in CWP's targeted sectors and partnerships that will be leveraged to assist youth with addressing barriers to employment. Respondents will indicate how they will continue to improve the service delivery model and innovations that will help them meet the goals identified in the local workforce plan.

WIOA mandates that at least 75% of local area funds be spent on out-of-school youth services and that no more than 25% be spent on in-school youth services. 20% of this is prioritized for work-based activities.

At a minimum, the following WIOA Program Elements must be made available to youth participants, either through direct service provision or referral to partner organizations:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or

similar document for individual with disabilities) or for a recognized post-secondary credential;

2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences: a. Summer employment opportunities and other employment opportunities available throughout the school year; b. Pre-apprenticeship programs; c. Internships and job shadowing; and d. On-the-Job training opportunities;
4. Occupational skill training, which includes priority consideration to training programs that lead to recognized postsecondary credentials that align with in demand industry sectors or occupations in the local area. In addition, the chosen occupational skills training must meet the quality standards in WIOA Section 123.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities, including community service and peer centered activities encouraging responsibility, and other positive social and civic behaviors;
7. Supportive services;
8. Adult mentoring for duration of at least twelve (12) months that may occur both during and after program participation;
9. Follow-up services, for at least twelve (12) months after the completion of participation;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information and in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to post-secondary education and training

Successful respondents will have a presence at WorkSource Clackamas, will participate in the Local Leadership Team, will adhere to WorkSource Oregon Operational Standards, will attend Clackamas Workforce Partnership's partner meetings, and will participate in the American Job Center system as per the Memorandum of Understanding included in the Local Unified Plan.

Performance Expectations

The expectation for participants served is that they find employment or start education/training and keep employment. Specific performance goals are set by the Department of Labor, State of Oregon, and Clackamas Workforce Partnership annually. Local performance measures may be established as deemed appropriate by the Clackamas Workforce Partnership Board. Selected respondents will be held accountable for achieving all measures and targets.

All WIOA performance is managed, tracked, and reported to the State and Department of Labor through the I-Trac data management system. Successful respondents will be contractually required to input data on served individuals into I-Trac and will be responsible for the accuracy of this data.

Selected respondents will be held accountable for achieving the below measures.

Performance Measure	Level
Employment Rate – 2 nd quarter after exit	62%
Employment Rate – 4 th quarter after exit	59%
Credential Attainment Rate - Percentage of participants who obtain a recognized postsecondary credential or diploma during participation or within 1 year after program exit.	65%

3. PROPOSAL RESPONSE

Submission Requirements

All proposals must be received by Clackamas Workforce Partnership by 4:00PM (PST) on Friday, March 15, 2019. Proposals not received by this time will be automatically disqualified from competition. A postmark will not be accepted if the proposal does not arrive by the deadline. Please mail or deliver hard copies of proposals to:

Clackamas Workforce Partnership
Youth Services RFP Response
365 Warner Milne Road, Suite 202
Oregon City, Oregon 97045

The submitted proposal package must include one (1) original copy of the proposal in a sealed envelope marked “Request for Proposals” and one (1) copy of the documentation in the Administrative Requirements section. In addition, an electronic copy of the proposal should be e-mailed to rfp@clackamasworkforce.org. However, this emailed copy will not serve as the formal proposal submittal.

- Proposals are limited to a maximum of 21 pages, not including the requested documentation in the Administrative Requirements section.
- Include all of the required forms, narrative answers and attachments that pertain to your proposal. Failure to do so will disqualify your proposal from competition.
- Print on both sides of the page.
- Please use 12-point Arial type, 1-inch margins and single spacing.
- Staple your proposal but do not bind it in any other way, or use dividers with tabs.
- All proposals are to be submitted in accordance with the terms, conditions and procedures stated in the request for proposals.
- Any submitted proposal shall remain a valid proposal for one year after the closing date of the request for proposals.

Withdrawals

A submitted application may be withdrawn prior to the application due date. A written request to withdraw the application must be submitted to Clackamas Workforce Partnership. If a bidder does not withdraw a proposal by the due date, the proposal becomes the property of Clackamas Workforce Partnership and may be subject to public disclosure according to the Freedom of Information Act.

Appeals

The following process has been established to address appeals:

- The appeal must be due to what the respondent considers a flaw in the Evaluation Committee's funding recommendation process.
- The organization filing the appeal must specify the basis of the appeal and provide an alternative. Proposal rating scores may not be appealed. The mere fact that a proposal was not recommended for funding is also not open to an appeal, nor is a complaint about the amount of funding granted. The appeal must be a violation of the process established for this solicitation.
- The appeal must be submitted in writing to Clackamas Workforce Partnership within 10 calendar days of the contract award notification.
- Clackamas Workforce Partnership will issue a decision on appeals within 7 calendar days of receipt.



Proposal Cover Page

Administrative Organization:

Organization Type:

Non-profit Organization Government Organization For-profit Business

Other: Please specify:

Address:

Mailing Address:

Contact Person:

Phone:

E-mail:

BUDGET SUMMARY:

IN-SCHOOL YOUTH: Program \$ _____ _____% of total

Number of participants to be served: _____

Cost per participant: _____

OUT-OF-SCHOOL YOUTH: Program \$ _____ _____% of total

Number of participants to be served: _____

Cost per participant: _____

PROPOSAL SUMMARY:

Please summarize your program design in a brief paragraph.

Proposal Checklist

It is the bidder's responsibility to make sure that all required elements and forms are included in the proposal. Proposals that do not include the required elements and forms will be automatically disqualified.

Before submitting your proposal, check the following:

- One (1) original hard copy of the proposal.
- One (1) hard copy of the required documents.
- One (1) electronic copy of the proposal emailed to rfp@clackamasworkforce.org

Proposal Response Package Requirements

- 1. Proposal Cover Page
- 2. Proposal Checklist
- 3. Statement of Compliance
- 4. Administrative Requirements (pass/fail)
- 5. Evidence of Expertise (pass/fail)
- 6. Experience and Past Performance (20 %)
- 7. Program Design (50 %)
- 8. Staffing Plan (10 %)
- 9. Program Cost (20 %)
- 10. Budget Form (included in the Program Cost 20%)



Statement of Compliance

As the authorized signatory official for:
Submitting Organization

I hereby certify:

That the above named proposer is legally authorized to submit this application requesting funding under the Workforce Innovation and Opportunity Act

That the above-named proposer does hereby agree to execute all work related to this application in accordance with the Workforce Innovation and Opportunity Act, U.S. Department of Labor, State of Oregon Higher Education Coordinating Commission Workforce Investment Division issuances, Clackamas Workforce Partnership's policies and guidelines, and other administrative requirements issued by the Governor of the State of Oregon. The named proposer shall notify Clackamas Workforce Partnership within 30 calendar days after issuance of any amended directives if it cannot so comply with the amendments; and

That the above named proposer will ensure special efforts to prevent fraud and other program abuses, such as but not limited to, deceitful practices, intentional misconduct, willful misrepresentation and improper conduct which may or may not be fraudulent in nature; and

That the contents of the application are truthful and accurate and the above named proposer agrees to comply with the policies stated in this application and that this application represents a firm request subject only to mutually agreeable negotiations; and that the above named proposer is in agreement that Clackamas Workforce Partnership reserves the right to accept or reject any proposal for funding; and that the above-named proposer has not been debarred or suspended from receiving federal grants, contracts, or assistance; and that the above-named proposer waives any right to claims against the members and staff of Clackamas Workforce Partnership.

Authorized Representative Signature

Typed Name and Title

Date

Administrative Requirements

Pass/Fail

- Copy of documentation proving legal entity (for example, certificate of incorporation, 501(c)(3) letter, etc.)
- Provide current job descriptions and resumes for staff in management positions with responsibility for performing key grant functions – at minimum the program manager that will oversee the program proposed through the request for proposals and the fiscal lead responsible for administrative and financial aspects of the subgrant.
- A copy of the organization’s current Financial Administration policies and procedures, or fiscal guidelines.

Organization’s most recent financial information – provide a copy of the highest level documentation applicable to the organization:

- A-133 single audit financial statements and letter to management, and all associated response letters – OR -
- Independently audited financial statements and letter to management report, and all associated response letters – OR -
- Unaudited annual financial statements
- Current cost allocation plans for direct and indirect costs and, if applicable, a copy of the approved federal indirect cost rate.
- Timekeeping policies and procedures that address allocation of employee time by activity and funding source.

Organization’s current insurance coverage for:

- General Liability
- Worker’s Compensation
- Professional Liability Errors and Omissions
- Motor Vehicle

- Property and Equipment
- Employee Dishonesty
- Sexual/Physical Abuse/Molestation

Include the single-occurrence limits, aggregate limits and deductibles.

- A copy of the organization's current personnel policies and procedures table of contents.
- Assurance of compliance with Federal Civil Rights law, including but not limited to:
 - ◆ Title VI – Civil Rights Act of 1964
 - ◆ Section 504 – Rehabilitation Act
 - ◆ Title IX, Education Amendments Act of 1972
 - ◆ Age Discrimination Act of 1975
 - ◆ Section 188 of the Workforce Innovation and Opportunity Act
- A description of the organization's technological capabilities. Clackamas Workforce Partnership requires minimum capacity at:
 - ◆ Business-grade, broadband internet connectivity;
 - ◆ Network and workstation virus protection that is fully functional and updated at least on a weekly basis;
 - ◆ Individual e-mail accounts for staff working with Clackamas Workforce Partnership allowing attachment size of at least 5 Megabytes;
 - ◆ PCs with 2 GB RAM or more, and 20 GB or more of available disk space
 - ◆ One of the following Internet browser programs: Microsoft Internet Explorer version 9 or newer; Google Chrome version 25.0 or newer; including Chrome 25.0 or newer for macOS.
 - ◆ Monitor capable of at minimum a 1024 x 768 resolution that is comfortable for the user.

Evidence of Expertise (maximum 1 pg)

Pass/Fail

Community References:

Provide contact information of two community references that can talk about your workforce development experience. Include a contact name, agency name, email, phone number and city and state for each.

Experience and Past Performance (maximum 3 pgs)

20%

Demonstrate, in a maximum of three pages, your organization's past experience and qualifications to provide the services requested and the ability to ensure fiscal compliance related to the expenditure of federally granted funds.

1. Explain how this proposal relates to your agency's mission and values.
2. Describe your expertise providing the services described in this request for proposals.
3. What is your experience meeting and/or exceeding performance measures for training and employment services? Describe specific quantifiable outcomes of past workforce development programs for the performance measures outlined in this RFP.
4. Describe your organization's experience with fiscal management including use of acceptable accounting practices and controls.
5. Describe additional funding sources your organization manages and the stability of these funding sources.
6. Demonstrate your experience in implementing and maintaining continuous organizational and performance improvement processes.
7. How does your organization incorporate diversity, equity and inclusion into your approach with participants and program practices?

Program Design (maximum 7 pgs)

50 %

Describe, in a maximum of six pages, the design of the program to be provided.

1. Describe each of the program and service design elements that will be provided or made available. Include the following:
 - Describe how proposed services and activities will lead to the attainment of the local goals and challenges in the Clackamas Area.
 - How will your organization assure that the services you offer will meet industry needs in the Clackamas Area? Describe your relationships to businesses in Clackamas County.
 - Provide your organization's strategies to reach out to youth service providers in this area. How do you plan to collaborate with community partners?
 - Describe how organization will partner and collaborate with WorkSource Clackamas at 506 High Street, Oregon City, OR.
 - Describe the outreach strategies that you plan on implementing to recruit and enroll youth populations in this local workforce area.
 - Describe how each of the program and service design elements will be provided or made available to youth. Your discussion should demonstrate the capacity to deliver as described.
 - Provide a description of where and how populations would access the services you are offering to provide. Describe how your service delivery model provides and/or makes the services accessible to youth participants.
 - Describe how you will assess the youth populations you will serve.
 - Describe how youth will gain essential workplace skills in preparation for work experiences or employment?
2. How will your organization ensure the populations you serve will increase their skills, earn credentials, find employment or start education/training and keep employment? What will your organization do to meet and/or exceed the performance measures described in this request for proposals?
3. Explain how you will ensure continuous performance improvement in the program design described in your response.
4. What innovations will your organization bring to program diversity and service delivery models to serve youth populations?

Staffing Plan (maximum 2 pages)

10%

1. Provide a staffing plan for implementation of the proposal. Include the full time equivalent (FTE) you anticipate and the key duties for each position recommended.
2. Describe your staff development plan and how you will assure that the staff delivering these services will have the skills they need to be effective.

Program Cost (maximum 3 pgs)

20%

1. Complete the budget form, in a maximum of one page (available in Excel format on the Clackamas Workforce Partnership website), listing anticipated costs by line item. The expectation is that no less than 75% of funds will be spent on out-of-school youth.

In the Work Experience notation column, include the amount of any line item that will contribute to required work experience costs. The expectation is that no less than 25% of funds will be spent on work experience. Work experience costs may include staffing costs for the development and management of work experiences.

Under WIOA, paid and unpaid work experiences that have a component of academic and occupational education may include:

Summer employment opportunities & other opportunities available throughout the school year

Pre-apprenticeship programs

Internships & job shadows

On-the-Job Training opportunities

2. Provide, in a maximum of two pages, a) a budget narrative organized by budget form line item which describes the methodology used to arrive at the budget figures b) Include a description of in-kind and/or leveraged resources that you will be providing.