

Request for Applications: DC Workforce Intermediary – Hospitality Job Training Services

The District of Columbia Government, Office of the Deputy Mayor for Planning and Economic Development (DMPED), Workforce Investment Council (WIC) seeks to enter into up to three twelve (12) month renewable grants with eligible organizations, or consortia of such organizations, to provide occupational job training and related services leading to direct employment in the hospitality industry for eligible District residents. The District contemplates grant awards under three program models: Hotel Occupations Training, Culinary Arts Occupations Training, and Restaurant Service Occupations Training. Grants must be used to supplement the capacity of existing programming, rather than create an entirely new program.

The District contemplates award of hybrid fixed-price performance-based grants of up to \$350,000.00 per awardee, with the full grant amount to be paid upon achievement of specified performance outcomes. This grant may be renewed for up to four (4) years, at the option of the WIC. The WIC reserves the right to fund less than three grants in total and/or fund any grantee at less than the \$350,000 maximum award.

I. Background

In 2011, the Council of the District of Columbia passed legislation establishing a new “workforce intermediary” pilot project intended to help strengthen the District’s job training and employment services in key economic sectors. Based on the recommendations of a specially-appointed workforce intermediary task force, the pilot project will be administered through the DC Workforce Investment Council (WIC) and will focus initial efforts on expanding job placement and training capacity in the hospitality and construction sectors.¹

Long recognized as a best practice in the workforce development field, workforce intermediary or sector strategies are not simply about designing and delivering job training services. Rather, successful workforce intermediaries work to strengthen alignment between a range of stakeholders connected to target industries– including employers, government agencies, education and training providers, and community-based organizations – to make sure that jobseekers have the training and supportive services they need to find and maintain sustainable employment, while also ensuring businesses can access a pipeline of skilled workers to support

¹ The WIC is authorized to issue this grant by the Workforce Investment Council and Workforce Intermediary Grant-Making Authority Emergency Amendment Act of 2013, effective July 30, 2013 (D.C. Act 20-130; 60 DCR 11384), the Workforce Intermediary Establishment and Reform of First Source and Living Wage Amendment Act of 2011 (D.C. Act 19-244; D.C. Official Code § 2-219.04c), and Mayor’s Order 2011-114, dated July 1, 2011.

growth and competitiveness. Workforce intermediaries can serve as “honest brokers” between the public sector and private industry, facilitating the development of policies and programs that can support long-term economic development, while enhancing job quality and retention.

A substantial body of research over the past decade indicates that workforce intermediaries are mutually beneficial on both the supply side and the demand side of local labor markets. For participating employers, workforce intermediaries can enhance productivity by ensuring that new workers have the training necessary to be productive from the first day on the job, and can help reduce turnover². Workers participating in these programs experienced significant increases in average wages and hours worked, as well as access to jobs with benefits such as health insurance and paid sick leave.³

The District’s hospitality sector is a natural fit for workforce intermediary activities. The industry accounted for about 8.6% of all jobs in the Washington MSA 2012, and total jobs are expected to increase by 14.7% between 2012 and 2022⁴, meaning there will be continued demand for workers with strong customer service and related job skills. The sector also includes a large number of entry-level positions that are accessible to jobseekers with limited educational attainment or work experience, but which can potentially lead to longer-term careers with family-supporting wages and benefits. By investing in expanded training capacity in hospitality, the District can help support the competitiveness of a critical growth sector, while ensuring that District residents have the skills necessary to take advantage of emerging opportunities.

The WIC has elected to implement the hospitality component of the District’s workforce intermediary pilot in two distinct phases – a job placement phase and an occupational training phase.

In the job placement phase, the WIC will provide funding to a “Job Placement Partner” (JPP) which will be responsible for screening and assessing DC residents for immediate job opportunities in the hospitality industry. The JPP will work closely with participating employers to identify minimum employment standards and provide job development services to ensure that candidate referrals are carefully matched to the needs of specific businesses. The WIC

² For example, a survey of employer participating in [Pennsylvania’s Industry Partnership Program](#) found that more than 80 percent of businesses had experienced increased productivity as a result of their participation. A survey of Massachusetts businesses participating in state programs found that 41 percent had decreased turnover.

³ Public/Private Ventures. [Targeting Industries, Training Workers, and Improving Opportunities](#). 2008. In addition, a 2002 report from the Aspen Institute found that low-income workers participating in workforce intermediary programs were able to increase hourly wages by 31 percent over the two years of the study period, and 39 percent of participants had been able to move out of poverty based solely on personal income.

⁴ Economic Modeling Specialists, Int. (EMSI) Complete Employment - 2013.1 This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

released an RFA for the job placement phase in July 2013, and awarded a grant in October 2013.

This RFA will support the occupational training phase. In the occupational training phase, the WIC will provide funding to up to three eligible organizations, or consortia of such organizations, to strengthen occupational training capacity to ensure that DC jobseekers have the necessary skills to advance into higher-paying jobs within the hospitality sector. The occupational training providers will be responsible for providing contextualized training and support services that are aligned with the needs of participating employers, and will be expected to adjust services based on feedback from the JPP and participating employers. The occupational training providers will also be expected to work with the JPP in coordinating job placement and retention efforts.

The WIC has conducted interviews with a number of hospitality employers and other industry experts to identify challenges and opportunities in the sector and help to shape the overall program design. One key finding of these interviews is that different subsectors of the hospitality industry have very different needs with respect to work-readiness, hiring, retention and employee development. It will be incumbent upon both the JPP and occupational training providers to work closely with participating employers in each subsector to tailor appropriate services.

As the pilot project commences, the WIC will convene a hospitality employer committee that will build on lessons learned through the preliminary interview process and provide ongoing advice to the WIC and the hospitality-focused providers funded through the workforce intermediary pilot program to improve program services.

II. Scope of Services

Hospitality job training services grantees will be responsible for delivering occupational training that will provide a minimum of 70 jobseekers with the necessary skills to advance into eligible jobs within the industry. Grants must be used to supplement the capacity of existing programming, rather than create an entirely new program. This may include serving at least 70 additional participants in an existing occupational training model that encompasses the scope of services described below; providing an expanded range of services to improve existing program offerings that serve at least 70 participants, such as adding contextualized adult basic education to an existing occupational training program; or some combination of additional participants and services. Successful applicants will clearly describe how this grant will be used to supplement current offerings and what other resources they are leveraging to provide a comprehensive occupational training program.

In addition to training services, grantees will also be required to work with the Job Placement Partner (JPP), described in Section I. Background above, to coordinate job placement and

retention activities; and participate in ongoing planning and development activities with the JPP, Workforce Investment Council, the hospitality employer committee, and other workforce development organizations that provide hospitality training for eligible District residents.

Model Descriptions

This RFA includes three program models: Hotel Occupations Training, Culinary Arts Occupations Training, and Restaurant Service Occupations Training. Applicants may propose to deliver only one of these three models, and may only submit one application to provide services under this solicitation. The grant must supplement the capacity of existing programming that is related to the models described below, and may not be used to create a new occupational training program. Applicants should clearly explain how this grant will help supplement and complement, rather than replace, existing programming.

A. Hotel Occupations Training

1. Goals

The Hotel Occupations Training model is designed to improve hotel industry employers' access to a pool of qualified District jobseekers; and prepare eligible jobseekers seeking the occupational, literacy, and work readiness skills necessary for immediate entry into eligible employment with a hotel, convention center, or similar business. In addition to obtaining skills and a credential, successful participants will enter into and maintain employment after completion of the program.

2. Program Services

Successful respondents will clearly demonstrate how their proposed program will:

- a. Provide job skills training that is specifically focused on preparing participants for eligible hotel occupations (as identified in Section V of this RFA) and incorporates an industry-recognized curriculum, such as the American Hotel & Lodging Educational Institute's Skills, Tasks, and Results Training (START) curriculum. Program graduates should receive a professional certification that is a portable credential recognized by an industry trade association and/or employers.
- b. Provide work readiness training that prepares participants for entry into and success in eligible hotel occupations, such as training on customer service, workplace communication and conflict resolution, basic digital literacy, and workplace expectations. This training should be contextualized to eligible hotel occupations, and successful respondents will clearly identify how work readiness training relates to and complements job skills training, literacy, support services, and employer engagement and placement activities.
- c. Provide digital literacy training that is relevant to hotel occupations, such as instruction on point of sale software and/or Internet and Computing Core Certification components.
- d. Provide other program services and components as required across models (see Required Program Elements across Models below).

B. Culinary Arts Occupations Training

1. Goals

The Culinary Arts Occupations Training model is designed to improve restaurant industry employers' access to a pool of qualified District jobseekers; and prepare eligible jobseekers who are seeking the occupational, literacy, and work readiness skills necessary for immediate entry into eligible employment with a restaurant or similar business, with a specific focus on food preparation and other "back of the house" skills. In addition to obtaining skills and a credential, successful participants will enter into and maintain employment after completion of the program.

2. Program Services

Successful respondents will clearly demonstrate how their proposed program will:

- a. Provide job training that is specifically focused on preparing participants for eligible culinary arts occupations (as identified in Section V of this RFA) and incorporates a culinary arts curriculum that is informed by the restaurant industry, either through direct employer involvement or through the use of trade association materials. Training should also incorporate an American National Standards Institute Conference for Food Protection (ANSI-CFP) accredited food safety curriculum. Program graduates should receive an ANSI-CFP accredited professional certification, and applicants may also choose to offer training that leads to other portable credentials recognized by an industry trade association and/or employers.
- b. Provide work readiness training that prepares participants for entry into and success in eligible culinary arts occupations, such as training on customer service, workplace communication and conflict resolution, and workplace expectations. This training should be contextualized to eligible restaurant occupations, and successful respondents will clearly identify how work readiness training relates to and complements job skills training, literacy, support services, and employer engagement and placement activities.
- c. Provide digital literacy training that is relevant to culinary arts occupations, such as instruction on point of sale software.
- d. Provide other program services and components as required across models (see Required Program Elements across Models below).

C. Restaurant Service Occupations Training

1. Goals

The Restaurant Service Occupations Training model is designed to improve restaurant industry employers' access to a pool of qualified District jobseekers; and prepare eligible jobseekers who are seeking the occupational, literacy, and work readiness skills necessary for immediate entry into eligible employment with a restaurant or similar business, with a specific focus on food service and sales, and other "front of the house" skills (i.e. serving, bartending, barista). In addition to obtaining skills and a credential, successful participants will enter into and maintain employment after completion of the program.

2. Program Services

Successful respondents will clearly demonstrate how their proposed program will:

- a. Provide job training that is specifically focused on preparing participants for eligible restaurant service occupations (as identified in Section V of this RFA) and incorporates curricula that are informed by the restaurant industry, either through direct employer involvement or through the use of trade association materials. Program graduates should receive a professional certification that is a portable credential recognized by an industry trade association and/or employers. This model may serve incumbent workers that are currently employed in a restaurant, food service, or other customer service environment; as well as other jobseekers that would benefit from program services. Curricula may include sales techniques, food and drink pairings, bartending, dining room management, and advanced service techniques.
- b. Provide work readiness training that prepares participants for entry into and success in eligible restaurant service occupations, such as training on customer service, workplace communication and conflict resolution, basic digital literacy, and workplace expectations. This training should be contextualized to eligible restaurant occupations, and successful respondents will clearly identify how work readiness training relates to and complements job skills training, literacy, support services, and employer engagement and placement activities.
- c. Provide digital literacy training that is relevant to hotel occupations, such as instruction on point of sale software and/or Internet and Computing Core Certification components.
- d. Provide other program services and components as required across models (see Required Program Elements across Models below).

Required Program Elements across Models

A. Outreach and Recruitment

All grantees must provide outreach and recruitment services designed to identify appropriate participants and enroll them in the proposed program. In the application, the respondent shall identify where recruitment and outreach activities will be conducted, the engagement strategies that will be used to recruit jobseekers, and any criteria (other than the general and program model-specific eligibility requirements) that will be used to ensure that the program will meet participant aspirations and needs.

Outreach and recruitment strategies may include partnering with agencies and organizations that can identify targeted jobseekers and connect them to the program; employing dedicated staff and/or peer outreach workers; participating in relevant community events or information fairs; and others.

Occupational training programs may receive referrals of potential participants from the JPP. Referrals from the JPP will be made according to recruitment and referral plan developed by the JPP which will detail the process the JPP will use for referring jobseekers to training providers. . These referrals should be given priority by the grantee for any available training

slots, provided that referrals are timely relative to the start and completion of training activities and would not displace jobseekers already enrolled in training. Please note that the WIC does not anticipate that the JPP will provide enough referrals to enroll all, or even most of the participants required for occupational grantees to successfully meet required outcomes. Thus applicants' outreach and recruitment plans should primarily focus on activities outside the scope of jobseekers referred by the JPP.

As part of the outreach and recruitment process, each grantee shall provide prospective jobseekers with information about the program, its activities, and expectations. Target occupations for each program and relevant workplace expectations should also be reviewed in the recruitment process to ensure that jobseekers understand and are committed to desired outcomes.

B. Assessment and Referral

All grantees must provide assessment and referral services to program participants. In the application, respondents must describe how these services will be provided, including:

- The methods and tools used to assess prospective jobseekers for program eligibility and suitability, and the individual characteristics (such as educational attainment, literacy level, criminal background, disability, substance abuse issues, or other characteristics) addressed as part of the assessment process, including an explanation of any characteristics or needs that would serve as a pre-requisite or barrier to entry into the program. Successful applicants will be asked to define the minimum literacy and numeracy standards needed to be successful under their proposed program model. The grantee's assessment will also be shared with the JPP to better coordinate participant referrals.
- The process used to refer prospective jobseekers that would not immediately benefit from training services to other service providers. Individuals that are assessed and do not meet minimum training program standards (as defined in this solicitation and through the grantees proposed assessment process) should be referred to other services as relevant. Where appropriate, jobseekers not accepted for training services should be referred to DC government agencies or other entities for assistance with employment barriers. Applicants must clearly describe the method that will be used to ensure that jobseekers receiving such referrals are able to access services, and the method by which the grantee will determine whether services have been appropriately carried out by the referral entity.

C. Literacy Services

All grantees must provide adult basic education instruction that helps participants increase literacy and numeracy skills and/or English-language skills. This instruction should prepare participants to test at or above the 8th grade Educational Functional Levels in literacy and numeracy (if they have not already done so at program entry), as determined through CASAS, prior to program graduation. Preference will also be given to instruction that:

- is contextualized to eligible occupations for the selected program model in the hospitality industry, with a clear description of how literacy instruction relates to and

complements job skills training, work readiness training, support services, and employer engagement and placement activities⁵;

- is delivered concurrently to other program elements;
- incorporates employer feedback on literacy needs in relevant occupations; and
- incorporates innovative, research-based practices, such as combined literacy and occupational skills instruction and/or joint English language and general literacy skills instruction.

Applicants should clearly explain how they intend to incorporate literacy instruction into their programs and how they will measure overall gains.

D. Case Management and Supportive Services

All grantees are required to provide individual case management and supportive services to program participants. These services are intended to ensure that the individual needs of each participant are met, including services designed to help individuals overcome barriers to employment success. Grantees will also ensure that each participant receives an individualized training and employment plan that will ensure that services are aligned with their unique educational and occupational goals.

Applications submitted in response to this RFA shall include, at a minimum:

- A description of the case management services that will be provided to each program participant, including how the grantee will track and document participant progress, and how the grantee will work to coordinate services and activities – including services and activities provided by partner organizations – to support that progress. The respondent must also describe how case management will be used to assist participants in addressing any requirements imposed by the criminal justice system, or other agency or systems that may impact participant progress toward the goals.
- A description of how the respondent proposes to ensure that each participant receives an individualized training and employment plan, and that it is updated as they progress through occupational training. Participants that are successfully are referred to the JPP and successfully meet screening and assessment standards will also receive individualized service plans from the JPP. Grantees will be expected to share the individualized training and employment plans and other relevant information for successful referrals with the JPP to facilitate their efforts to effectively serve each jobseeker’s individual needs.

All grantees are also encouraged to make available to participants any supportive services that are necessary to help them enter into and succeed in the funded program. In addition to the work readiness training described for each program model above, supportive services should

⁵ Research has indicated that basic education that is contextualized to and combined with occupational skills training can result in improved outcomes for adults that lack basic literacy skills, including improved credential attainment that can lead to career-path employment. For example, a [study of program utilized by Washington State’s community and technical college’s](#) that combines adult basic education with instruction in professional-technical skills showed that the model resulted in significant increases in occupational certificate attainment.

include remediation of interpersonal and life skills barriers that may prevent jobseekers from consistently meeting employer demands and retaining employment over time. Grantees will not be expected to enroll participants that have substantial barriers to employment that would make them unlikely to benefit from program services without first receiving additional support, but should instead describe the supportive services that would effectively assist the profile of jobseekers that they intend to serve as set forth in their Assessment and Referral sections above. These supportive services may be provided directly by the grantee, including through the provision of support or incentive payments to participants, or through a partner entity. Supportive services may include (but are not limited to):

- Training expenses
- Testing fees
- Child care services
- Transportation assistance
- Driver's license obtainment or driving record remediation
- Assistance in meeting child support arrears
- Drug testing
- Health care services
- Legal assistance
- Housing assistance
- Mental health services
- Mentoring relationships
- Assistance with work-related expenses (uniforms, supplies, tools, etc.)

As part of the application, grantees must identify supportive services that will be provided, and indicate whether those services will be provided directly or through a partner organization (see Section II.G below for additional information on Partnerships). Grantees should identify any additional eligibility requirements or documentation needs that participants must meet in order to qualify to receive that supportive service.

E. Industry and Employer Relationships

The success of each model will rely on the development of strong working relationships between the respondents and strategic industry partners – employers, labor unions, trade associations, or similar entities - with a demonstrated connection to and expertise in the relevant occupations for each model.

As part of the application, respondents should clearly describe their industry relationships and any roles they will play in the program, which may include (but are not limited to) assisting with curriculum development or identification of existing curricula; offering staff and jobseekers a thorough understanding of the industry and opportunities within the industry; assisting in delivering work readiness programming and/or occupational training to jobseekers; providing work experiences to program participants and hiring graduates.

Respondents are strongly encouraged to identify multiple industry relationships to ensure that program services and outcomes are broadly aligned with employer needs in target occupations, and to facilitate placement of program graduates in jobs in the industry. While grantees will work with the JPP to facilitate placements, they will be expected to maintain their own employer engagement activities and relationships. Training grantees will also be expected to incorporate feedback from the JPP and employers on how their programming and placement activities can be improved.

If the respondent is an employer, trade association, labor union, or similar entity, they are still strongly encouraged to collaborate with other strategic industry partners to enhance participant outcomes. They are also encouraged to work with organizations or service providers with direct experience in addressing the needs of jobseekers, including alleviating barriers to employment, to ensure that all required program services are available.

F. Post-Graduation Placement, and Follow-Up Services

Grantees will be required to provide post-graduation placement and follow-up services to all participants. Applicants will clearly describe how they propose to provide these services, which may include:

- Training on the job search and networking processes commonly used for target occupations in the selected service model. For example:
 - Hotel Occupations participants may receive training on the use of on-line job application systems used by major hotels and assistance on effectively navigating initial screening processes used by employers.
 - Culinary Arts Occupations and Restaurant Service Occupations participants may receive training on restaurant-oriented job search and networking websites, such as Shiftgig.
- Additional short-term training services relevant to program offerings that may be identified through the participant's individualized training and employment plan.
- Placement services designed to help them apply for and obtain employment; including:
 - assistance with resume building,
 - completing job applications,
 - preparing for job interviews,
 - employer contacts, and
 - links to other job search strategies that lead to employment.
- Job transition, career coaching, and mentoring support for at least twelve (12) months after initial job placement.
- Regular contact with program participants and maintenance of data on participant progress and status toward placement and retention outcomes.

Occupational training grantees may also choose to refer well qualified program graduates to the JPP for assistance with job placement and job retention, providing that they meet the JPP's minimum standards, as defined by the JPP's employer-informed screening and assessment protocol. The JPP will accept referrals from funded occupational training providers based on their capacity and the terms of their forthcoming recruitment and referral plan. Program

graduates that are successfully referred to the JPP will receive job placement services and retention services; which may include job transition, career coaching, and mentoring support for at least twelve (12) months after initial job placement. The JPP will assume primary responsibility for providing these services and for performance outcomes related to these services for all successful referrals, but occupational training grantees will still be responsible for maintaining contact with graduates and providing other follow-up services described above that are not provided by the JPP. Please note that while the JPP may provide services to some occupational training grantees, the WIC does not anticipate that all, or even most graduates will be served by the JPP due to limited capacity. Accordingly, applicants should anticipate providing a full range of placement and follow-up services in house, as described above.

Any program graduates that are unsuccessfully referred to the JPP will be referred back to occupational training grantees, and they will assume all responsibility for the placement and follow-up services described above, as well as performance outcomes related to these services. The JPP will also provide feedback to occupational training grantees on all successful and unsuccessful referrals that grantees will be expected to utilize in improving program services and making future referral decisions.

Applicants must clearly specify in their application how they intend to work with the JPP and any other organizations in providing placement and follow-up services to graduates and ensuring their needs are met and outcomes are achieved in their application responses.

G. Partnerships

It is likely that many grantees will seek to enter into partnership agreements with other entities or organizations to provide some of the elements or activities required under this RFA. Joint applications that include two or more applicants in partnership are also allowed and encouraged if they bring complementary strengths to program offerings. Applications submitted under this RFA must provide a description of the additional partners that will provide activities or services as part of the proposed program, a description of the activities or services to be provided, and a letter of support documenting the partnership between the grantee and partner organization (see Attachment b for a sample letter of support).

Respondents are strongly encouraged to partner with other organizations to ensure the fullest possible range of services and activities is available to participants. However, grantees bear ultimate responsibility for ensuring that activities and services are carried out in a manner consistent with the requirements of this RFA. If a grantee knows or has reason to know that a partner organization may not be able to carry out activities and services, it is the responsibility of the grantee to make all reasonable efforts to identify alternative means of service delivery and minimize any disruptions in services for participants.

H. Additional Grant Activities

Grantees will carry out the following additional activities:

1. Attend all meetings of the hospitality employer committee convened by the WIC.

2. Maintain data on activities and outcomes funded under this contract, and provide regular monthly and quarterly reports to the WIC on such data.
3. Accept feedback from the JPP and participating employers on placement referrals and document how this feedback will be used to improve program services and/or partnerships.

III. Eligible Applicants

Organizations, or multiple organizations in partnership, that are eligible to apply for this grant include public or private organizations with demonstrated effectiveness in providing the requested services and meeting the employment needs of the target population, including:

- Non-profit, community-, or faith-based organizations;
- Institutions of higher education;
- Trade associations or chambers of commerce;
- Hospitality industry employers (provided they are willing to place participants with other industry employers);
- Private, for-profit service providers; or
- Labor unions or labor-management partnerships.

Priority will be given to applicants that:

- Have a proven track record of meeting funder performance requirements of federal, District and/or private funders;
- Have demonstrated experience working with employers to meet employment needs and jobseekers facing challenges;
- Have access to and prior experience with industry-recognized training curricula that leads to at least one certification, such as the American Hotel and Lodging Educational Institute's Skills, Tasks and Results Training (START) or National Restaurant Association's ServSafe;
- Have existing connections with the hospitality industry that will allow individuals who complete the program to be placed directly into jobs;
- Provide multi-disciplinary case management with comprehensive social support services and connections, where appropriate;
- Provide contextualized and integrated educational, occupational and placement programming, as appropriate by program model;
- Maintain sound participant tracking and program performance management systems; and
- Are positioned to offer continuous and relevant programming over a 12 month period with four optional one-year extensions based on performance and funding availability.

Applicants are required to demonstrate that they have adequate financial, technological, and organizational capacity to successfully accomplish the requirements described in this RFA.

Applicants will be required to demonstrate that they have, or will have by the start of the grant period, access to appropriate facilities and equipment to meet the requirements of the grant. Facilities must be compliant with all applicable accessibility laws.

Applicants will be required to demonstrate that they have, or will have by the start of the grant period, appropriate staffing to meet the requirements of this contract.

IV. Eligible Jobseekers

During the initial grant period, hospitality job training services grantees will be responsible for enrolling and providing occupational training services to not fewer than 70 eligible DC residents. As noted in Section II. Scope of Services above, this may include serving at least 70 additional participants in an existing occupational training model that encompasses the scope of services required through this RFA; providing an expanded range of services to improve existing program offerings that serve at least 70 participants; or some combination of additional participants and services.

To receive occupational job training services under this RFA, jobseekers must meet the following requirements:

- Be a resident of the District of Columbia;
- Be legally authorized to work in the United States;
- Be 18 years of age or older; and
- Have a household income of less than 200 percent of the federal poverty level, consistent with the table below⁶:

INCOME REQUIREMENTS	
Household Size	Income Limit
1	\$22,980
2	\$31,020
3	\$39,060
4	\$47,100
5	\$55,140
6	\$63,180

Additionally, jobseekers recruited should meet the following requirements:

- Be able to achieve literacy and numeracy skills at or above the 8th grade Educational Functional Levels, as determined through CASAS, prior to program graduation. Applicants may propose their own minimum literacy and numeracy standards for program enrollment, but should clearly define how their proposed program services will

⁶ U.S. Department of Health and Human Services. [2013 Poverty Guidelines](#).

advance participants to 8th grade literacy and numeracy levels. See Section II. Scope of Services above for additional literacy considerations related to participant and assessment and program literacy services.

- Possess the required career interests and aptitude to successfully enter into employment in the targeted occupations upon program completion.

V. Eligible Employers and Occupations

During the initial grant period, occupational job training grantees will be responsible for recruiting, screening, and training eligible DC residents; and placing them into employment (or successfully referring them to the JPP) in qualifying jobs in the hospitality sector, and supporting employment retention.

In order to qualify as employment in the hospitality sector, a job must be a direct placement with a hotel, convention center, eating/drinking establishment, or similar business. In addition, qualifying jobs must adhere to the following wage and benefits requirements:

- Pay a minimum hourly wage of at least \$12.50 for all the Hotel Occupations training model participants or \$10.50 for all Culinary Arts and Restaurant Service training model participants⁷;
- Be permanent or have the potential to become a permanent position upon completing a probationary period;
- Provide at least 24 hours of regular work time per week;
- Offer access to benefits (e.g. paid vacation, sick leave, or health insurance), or a clear pathway to advancement into job opportunities that provide such benefits;
- Provide pathways to career advancement within the organization or within the industry; and
- If the job placement is made for an individual who was currently employed at the time of placement, the new job must provide an increase in hourly wages of not less than 10 percent over current employment

Occupations that may provide qualifying job placements include, but are not limited to the following occupations in each model:

- Hotel Occupations training model:
 - Concierges
 - Hotel Desk Clerks
 - Housekeeping Cleaners

⁷ The minimum hourly wage for each occupational training model is based on WIC analyses of labor market data and interviews with employers. Labor market data is compiled by Economic Modeling Specialists International, and is compiled from several sources: U.S. Department of Labor, Bureau of Labor Statistics; District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; and West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

- Baggage Porters and Bellhops
- Customer Service Representatives
- Culinary Arts Occupations training model:
 - Cooks, Restaurant and Other
 - First Line Supervisors of Food Preparation
 - Food Preparation Workers
- Restaurant Service Occupations training model:
 - Waiters or Waitresses
 - Food Service Attendants
 - Hosts and Hostesses
 - Bartenders

VI. Required Outcomes

The WIC contemplates awarding hybrid fixed-price performance-based grants to up to three (3) eligible applicants for up to \$350,000.00 each under which 100 percent of payments will be based on successful achievement of performance outcomes, as described below. Applicants will be responsible for proposing a performance payment structure and timeline for when benchmarks will be achieved within the constraints noted in this section, and will be able to invoice outcomes achieved on a monthly basis for payment.

Enrollment

Twenty (20) percent of overall payments under this RFA will be based on successful achievement of enrollment outcomes. A successful enrollment is defined as a jobseeker that successfully completes the applicant's assessment process, is accepted into the program, and completes at least five days of training. As noted in Section IV. Eligible Jobseekers above, grantees will be responsible for enrolling and providing occupational training services to not fewer than 70 eligible DC residents during the initial grant period. Successful applicants will clearly describe how this grant will be used to supplement current program offerings, including the total number of enrolled jobseekers they intend to serve through this grant. While grantees may propose their own enrollment targets and performance payment structure, they may not receive the maximum payment amount for this required outcome without successfully enrolling at least 70 individuals.

Program Completion/Credentialing

Thirty (30) percent of overall payments under this RFA will be based on successfully retaining participants through program completion. A successful completion is defined as a participant that completes all required program services and assessments, including earning any relevant credentials offered through the program.

Literacy/ Numeracy Gains

Twenty (20) percent of overall payments under this RFA will be based on successful achievement of literacy/ numeracy gains. Literacy/ numeracy gains are defined in two ways: (1) a participant that enters the program with an initial CASAS score that is below the 8th grade Educational Functioning Level (EFL) in literacy or numeracy (regardless of whether they already have a high school credential or GED), and subsequently tests at or above the 8th grade level for BOTH literacy and numeracy within one year of program completion ; or (2) a participant that does not already have a high school credential or GED successfully attaining the minimum score required for passing a section of the GED test (literacy, mathematics, science, or social studies). The applicant may propose a performance payment process of their choice within these guidelines, which should reflect their program design. Grantees may accept participants into their program that already have both a high school credential or GED and initial CASAS scores that are at or above the 8th grade EFL in both literacy and numeracy, and they will not count towards literacy/numeracy outcomes. Instead, the denominator used to determine the receipt of payments for Literacy/ Numeracy gain outcomes will only include those participants that are eligible to count towards these outcomes.

Job Placement and Job Retention

Thirty (30) percent of overall payments under this RFA will be based on successful achievement of job placement and retention outcomes. A successful job placement is defined as a placement of a program graduate in a qualifying job for a period of not less than thirty (30) days from the first day of employment, as evidenced by submission of an employee paystub, letter from the employer, or other supporting documentation. Successful job retention is defined as continued employment of a program graduate in a qualifying job six months following the initial job placement, as evidenced by submission of an employee paystub, letter from the employer, or other supporting documentation. To qualify as successful job retention, the jobseeker does not need to be employed in the same job as the initial placement, but must be in a qualifying job in the hospitality sector. Any program graduates that are successfully referred to the JPP may be counted as both a placement and retention for outcomes purposes.

VII. Reporting and Data Collection Requirements

Grantees will be required to collect, store, and report complete and accurate data relating to the services performed, including operational and program performance; client services provided; and participant demographics and outcomes.

Monthly Reports

Grantees will be required to submit monthly reports of program status and progress to the WIC and the hospitality industry advisory committee. The monthly report shall include, at a minimum, individual record data, disaggregated by race, gender, employment status at entry,

educational attainment, ward of residence, on the following interim measures and required outcomes:

- Number of jobseekers reached through referral, outreach, and recruitment activities, by source and/or activity.
- Number of jobseekers who were assessed for eligibility.
- Number of jobseekers enrolled in the program and complete at least five days of training (required outcome).
- Number of jobseekers referred to other services in lieu of enrollment, including reason for referral and organization referred to.
- Number of enrolled participants with a complete individualized training and employment plan.
- Number of enrolled participants that complete all required program activities and assessments, including earning any relevant credentials offered (required outcome).
- Number of enrolled participants or program graduates achieving a literacy/numeracy gain by type of gain (required outcome, see Section VI. Required Outcomes for definition of a literacy/ numeracy gain).
- Number of program graduates referred to the JPP for screening and assessment.
- Number of program graduates successfully placed in a qualifying job or referred to the JPP (required outcome, see Section VI. Required Outcomes for definition of a successful placement).
- Number of program graduates successfully retained in a qualifying job or referred to the JPP (required outcome, see Section VI. Required Outcomes for definition of a successful retention).
- Number of program graduates receiving placement who receive job transition, career coaching, and/or mentoring support for not less than 12 months following initial placement, by service provided.

Applicants will be required to describe how they will collect and report this data as part of the application process. Applicants must also describe how they intend to work with the WIC and the hospitality industry advisory committee to analyze data to support program improvements.

Quarterly Reports

Grantees will be required to submit quarterly narrative reports describing their program’s achievements and challenges during the preceding quarter. The quarterly narrative reports should address the categories noted below.

NARRATIVE REPORT REQUIREMENTS	
CATEGORY	NARRATIVE
Program Activities	Description of the program activities provided during the reporting period. Brief description of activities planned for next quarter and how those activities will help participants advance in and benefit from the program.
Accomplishments	Description of the grantee’s significant accomplishments during the reporting period.
Challenges	Description of the challenges encountered by the grantee during the reporting period. Includes description of attempts to resolve challenges, gaps identified that could adversely impact program success, and recommendations for improving services and outcomes, as well as any technical assistance needed from WIC staff or the hospitality employer committee.
Lessons Learned	Description of the lessons learned during the reporting period, including programmatic, administrative, and fiscal
Capacity Development	Description of staff development and capacity building activities undertaken by the grantee to support improved outcomes

Monitoring

In addition to the required monthly reports and quarterly narrative reports, the WIC will engage in monitoring activities that may include, but are not limited to, site visits to grantee and partner facilities, interviews or surveys of program participants, and learning group meetings among grantees. Grantees shall make all reasonable efforts to accommodate such monitoring activities. The WIC will make all reasonable efforts to ensure that such monitoring activities are not unduly disruptive of grantee’s normal course of programs and activities.

VIII. Review Process

Initial Review

DMPED grants personnel will review each application to determine whether they are responsive or nonresponsive to the requirements of this RFA. Applications determined to be ineligible or nonresponsive will be discarded.

Team Review

Each application determined to be responsive will be evaluated by a team of reviewers. Team members will represent a range of expertise in workforce development and the hospitality industry and may include WIC staff; other DC agency staff; and professionals from national and local organizations. The review team will evaluate and score applications based on the points assigned to each section of the application. After scoring and ranking all responsive applications, the review team will recommend up to three (3) applicants for funding.

Proposals will be evaluated on the basis of the following criteria:

Evaluation Criteria	Points
1. Basic Information	5
2. Program Design	40
3. Organizational Capacity and Staffing	10
4. Past Performance	20
5. Performance Outcomes, Data Collection and Evaluation	15
6. Budget	10
Total	100

Final Selection

The review team will make recommendations regarding the selection of grantees and will present the findings to the WIC Executive Committee, which will make the final award decision. Any person, including any member of the Executive Committee, with a potential conflict of interest will be recused from participating in the selection process.

Awards will be made to the highest rated applicants whose applications are technically viable. However, the WIC reserves the right to make awards to ensure:

- Program diversity to ensure that programs vary by factors such as type of occupational training and educational offerings.
- Alignment with other public funding and/or initiatives.

The WIC reserves the right to request modifications to applications based on questions raised during the review process, and to award less than the full amount of funding requested if this is determined to be in the best interests of the District. The grant award shall be subject to:

- Demonstration that the applicant has, or will have by the conclusion of negotiations, site control of an appropriate program facility.
- Timely completion of grant negotiations between WIC and the selected respondent.

Funding for this award is contingent on continued appropriations. The RFA does not commit the WIC to make an award.

The WIC reserves the right to accept or deny any or all applications if the WIC determines it is in the best interest of the WIC to do so. The WIC shall notify all applicants whose applications are not accepted for funding under this RFA. The WIC may suspend or terminate this RFA pursuant to its grantmaking rule(s) or any applicable federal regulation or requirement.

The WIC reserves the right to issue addenda and/or amendments subsequent to the issuance of the RFA, or to rescind the RFA.

The WIC shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the applicant's sole responsibility.

The WIC may conduct pre-award on-site visits to verify information submitted in the application and to determine if the applicant's facilities are appropriate for the services intended.

If there are any conflicts between the terms and conditions of the RFA and any applicable federal or local law or regulation, or any ambiguity related thereto, then the provisions of the applicable law or regulation shall control and it shall be the responsibility of the applicant to ensure compliance.

IX. Application Process

Applicants must follow the procedures outlined in this RFA. The RFA is available on the Office of Partnerships and Grants Services at www.opgs.dc.gov, under District Grants Clearinghouse.

Award Period

Proposals submitted under this Request for Grant Applications should be ready to commence 30 days after award notification. The grant period will be for twelve (12) months from the date of execution of a grant agreement with the WIC. At the discretion of the WIC, four optional one-year extensions may be granted based on performance and the availability of funding.

Questions Regarding the Application

Any questions regarding development and submission of this RFA should be submitted via e-mail to LaToyia Hampton, Grants Manager of the Office of the Deputy Mayor for Planning & Economic Development, at latoyia.hampton@dc.gov. The deadline for submission of written questions is November 25, 2013 4:30 pm. Questions and answers will be reviewed at the RFA Informational Meeting and will be posted on www.dmped.dc.gov.

Application Timeline

RFA Released	November 8, 2013
RFA Informational Meeting	November 22, 2013 at 3 pm Department of Employment Services Community Room 4058 Minnesota Avenue NE, Washington, DC 20019
RFA Responses Due	December 10, 2013 at 4 pm To: LaToyia Hampton Grants Manager, Office of the Deputy Mayor for Planning & Economic Development 1100 4th Street SW, Suite E500 Washington, DC 20024
Applicant Notification	January 2014
Grant Start Date	February 2014

Informational Meeting

An Informational Meeting on the RFA will be held on November 22, 2013, in the Community Room at the Department of Employment Services, located at 4058 Minnesota Avenue, NE, Washington, DC 20019. Attendance is strongly encouraged.

Application Submission

One hard copy and one electronic copy (flash drive or CD) must be submitted. The hard copy should be clipped and not stapled, and may not be submitted in a binder.

For a check list of all required elements, see Attachment a.

All applications must be received by 4 pm on December 10, 2013. Applications mailed in advance must be sent via certified mail and received by 4:00 pm on the due date.

Submit applications to LaToyia Hampton, Grants Manager, Office of the Deputy Mayor for Planning & Economic Development, 1100 4th Street SW, Suite E500, Washington, DC 20024.

No incomplete, faxed, e-mailed or late applications will be considered. Applications that do not follow the required format will not be reviewed.

Equal Opportunity

All grantees must submit the Equal Employment Opportunity (EEO) Compliance Statement, and comply with the requirements of that statement while receiving funds awarded under this RFA. The EEO Compliance Statement can be found in Attachment g.

Grantee Qualifications

Eligible applicants must be able to demonstrate fiscal and administrative capacity by responding to the grantee qualifications and responsibilities listed below. A grant award is contingent upon fiscal and administrative qualification and successful grant execution. All applicants must provide the following documentation of qualifications:

- Documentation proving status as a legal entity and IRS tax status.
- IRS Form W-9 (Attachment h).
- Clean Hands Self Certification for Department of Consumer and Regulatory Affairs (DCRA) (Attachment i).
- Certificate of Good Standing Request for Office of Tax & Revenue (OTR) (Attachment j).
- Proven fiscal capacity for fund accounting, including a copy of the organization's most recent independent annual audit report with all related attachments and the most recent Form 990. For a sole proprietor or for profit entities, include copies of the two (2) most recent year's federal income tax returns and the most recent year-end balance sheet and income statement. If no audited statements are available, provider must supply equivalent financial statements certified by provider to fairly and accurately reflect the provider's financial status

Prior to finalizing the grant agreement, the grantee will need to provide the following additional documents:

- Proof of child abuse clearance and criminal background checks for staff.
- A completed accessibility checklist (signed by authorized agency representative).
- Proof of insurance.

X. Grant Application

Applications should provide reviewers with a clear understanding of the organization’s capacity and approach to deliver the services as outlined in the Request for Applications.

Formatting Instructions & Requirements

Portions of the application are formatted as a Word template form. The following tips should assist you in completing those parts of the application:

- Before you fill out the application, copy and paste the RFA Application portion of this document, Section X, into a new Word document and save it to your computer.
- For text responses, please type information in the highlighted area.
- For check boxes, point and left click your mouse twice to add or delete an “X.”

The submitted RFA must address all questions and meet the following specifications:

- Formatted using a 1” margin and no smaller than a 12 point font;
- Include a table of contents;
- Typed;
- Cannot exceed 40 single spaced pages, with the exception of required attachments and budget information;
- Pages should be numbered and include a header or footer identifying the applicant’s name and program mode; and
- Each section and sub-section should be identified.

Application Questions/Proposal Content

Please provide a completed copy of Attachment a. Proposal Checklist at the beginning of the application. The sequence of application content and attachments should follow the order of this checklist.

A. Basic Information (5 points)

1. Contact Information

Name of Organization (Applicant): _____

Contact Name: _____

Title: _____

Address: _____

City: _____

State: _____ Zip: _____

Phone: _____ Fax: _____

Email: _____

2. Organizational Information

Please indicate your organizational type (check all that apply):

- Nonprofit, community- or faith-based organization
- Institution of higher education
- Trade association or chamber of commerce
- Hospitality industry employer
- Private, for-profit service provider
- Labor union or labor-management partnership
- Organizations in consortia (*please describe*)

Briefly summarize your organization's history, mission and experience (250 words or less).

3. Eligible Jobseekers

Please describe the demographics and any other characteristics of the individuals you expect to serve as a part of this program? If your program is designed to meet the needs of jobseekers with specific barriers to employment (e.g., individuals returning from incarceration, homeless individuals, etc.), please describe that target population and the specific barriers they experience in entering the labor market. Why was this target population selected?

4. Proposal Summary

Provide a brief overview of your proposal (500 words or less).

Total grant amount requested (cannot exceed \$350,000): \$0

B. Program Design (40 Points)

In answering the questions below, please provide a detailed narrative description of how your organization will deliver the services outlined in Section II related to your chosen program model. In each response, applicants should clearly identify which services they are already providing and to what quantity of participants (including any resources to be leveraged to provide these services), and which new services they intend to offer utilizing grant funds.

1. Program Model Services

Program Model (select one):

- Hotel Occupations Culinary Arts Occupations Restaurant Service Occupations

Occupational skills training: Provide a description of the occupational skills training you plan to provide through this grant.

Credential: Describe the curricula and industry-recognized credential(s) participants will obtain through this program. Please include name and type of credential, average length of time to obtain credential, requirements that must be satisfied to qualify for the credential, and the rationale for the credential(s) to be offered. If the credential provides credit toward, or articulates with, a longer-term credential, please describe.

Work readiness: Provide a description of the work readiness training you plan to provide to participants. How will it be contextualized to your target industry and occupations?

Digital literacy: Provide a description of the digital literacy skills training you plan to provide. How will it be contextualized to your program model's target industry and occupations?

2. Services across Program Models

Outreach and recruitment: Describe how you plan to recruit the required number of eligible jobseekers for the program. How do you propose to work with the JPP in accepting participant referrals?

Assessment and referral: Describe how you plan to assess potential participants for program eligibility and suitability. Include any minimum requirements or prerequisites for program enrollment (e.g., literacy/numeracy levels, educational attainment, industry aptitude) and any factors that may disqualify an individual from program participation (e.g., failure to pass a drug test).

What process will be used to refer jobseekers that are not accepted for training services to other entities for assistance with employment barriers, and how will you ensure that referred jobseekers receive appropriate services from other organizations?

Literacy services: Please provide a description of the adult basic education instruction you plan to provide to help participants increase literacy and numeracy skills and/or English-language skills. How will this instruction be incorporated with other program elements? How will literacy gains be measured?

Case management and supportive services: Please describe the case management and supportive services you plan to provide to participants. What process will you utilize to track and document participant receipt of these services and progress toward goals? What information do you propose to include in the individualized training and employment plans?

Industry and employer relationships: Describe your organization's experience working in the target industry, including length of time working with the industry, meaningful business relationships, and services provided to business, that make it likely that you can effectively prepare participants for success in that industry or occupation.

Job placement and follow-up services: Please describe the job placement, networking, and follow-up services you plan to provide to program graduates. How will these services be integrated with the program model-specific services described above? How will you target and reach out to industry employers to identify job opportunities and refer qualified candidates? What methods will you use to contact, collect information from, and support participants

during their job search and following placement? How do you propose to work with the JPP in facilitating graduate job placements and retentions?

Please attach a course overview and timeline for program activities described under numbers 1 and 2 above, indicating how each of the program elements fit together (the attachment will not count toward the page limit).

Partnerships: Please provide a description of any additional partners that will provide activities or services as part of the proposed program, a description of the activities or services to be provided, and attach a letter of support documenting the partnership between the grantee and partner organization (see Attachment b for a sample letter of support; letters will not count toward the page limit).

C. Organizational Capacity and Staffing (10 Points)

1. Financial Management

What is the annual operating budget of your organization (or division of a very large organization if appropriate)? \$0

Discuss the organization's fiscal management systems and staff's government contract (or other government funding source) accounting experience. Document any relevant experience administering performance-based awards, as well as the organization's capacity to manage financial risk due to poor performance.

Describe how program staff will coordinate with fiscal management staff to ensure proper tracking and documentation of participant and program performance.

2. Facilities

Describe the facilities that will be used to provide services, including the different locations for service delivery, total square footage of facilities, accessibility to target jobseekers, including those with disabilities, and equipment or resources that will be available to jobseekers.

Facilities descriptions should include elements relevant to program design, such as a description of commercial kitchen space for applicants under the culinary arts program model.

3. Staffing

How many staff does your organization (or division of a very large organization) employ? 0

How many total FTEs will be allocated to this program? 0

Please attach an organizational chart depicting the management and staffing structure of your organization or division. Indicate on an attached organizational chart where the proposed program will fit (the attached chart will not count toward the page limit).

Please attach a program staffing plan, including position descriptions, and areas of responsibility. The plan should include all staff providing direct services to jobseekers or employer partners, and any other staff who will be providing indirect support for grant activities (the attached plan will not count toward the page limit).

Briefly describe how your organization conducts staff training and development. Include how you will orient and train staff to operate this program, the ongoing professional development or training program staff will receive, and your organization's approach to staff retention.

D. Past Performance (20 Points)

Describe your experience in providing the required services outlined in Section II, including outcomes achieved through the provision of similar services during any one (1) year within the past three (3) years. Provide information on the number of individuals served; program completion and credentialing outcomes, literacy/ numeracy gains outcomes, and employment and earnings outcomes for program participants; as well as positive outcomes for employers. Please be specific about the characteristics of populations served and how your organization prepared jobseekers for the specific needs of the hospitality industry. Base your estimate on the set of services and "year" that makes most sense to your program (e.g. calendar year 2012, fiscal year, etc.).

Applicants must submit at least one (1) Past Performance Form (Attachment c) and may submit up to three (3). The Past Performance Form should be used to demonstrate your performance in the delivery of similar services in one (1) of the last three (3) completed program years. Applicants may include past performance for partner organizations on the Past Performance Form, but this information should be provided in addition to, and not in lieu of, the applicant's past performance documentation.

E. Performance Outcomes, Data Collection and Evaluation (15 Points)

1. Performance Outcomes

As noted in Section VI. Required Outcomes, 100 percent of grant payments will be based on successful achievement of specific outcomes. Applicants must propose a monthly performance and payment plan in the table in Attachment d. Performance Outcomes Table. Please provide any additional comment or explanation of your proposed plan in the table below.

2. Data Collection and Evaluation

Describe the data management system that your organization will use to track participant and program activities and outcomes, including the required outcomes under Section VI and the reporting requirements under Section VII. Describe how the program will use this data for planning, implementation, evaluation and improvement efforts. Who in your organization is responsible for maintaining and evaluating the data system? Who in the program will be responsible for data entry, and who will be responsible for reporting? How will the program ensure that all service and outcome data is submitted in an accurate and timely manner?

Note: The remainder of the application sections described below consist entirely of attachments, which will not count toward the page limit. Applicants do not need to include any additional information for the sections that follow in the body of their application; but must provide all attachments listed below.

F. Budget (10 Points)

1. Budget Form

Complete and attach the Budget Form (Attachment e). On this worksheet, applicants will indicate the organizational operating budget for the proposed program. The Budget Form reflects funds that will be received by the applicant under the RFA.

2. Budget Narrative

Attach a budget narrative. The narrative should provide a brief and concise explanation of the information included in the budget form, and must:

- Include each budget item in the same order as presented in the Budget Form. Include method and/or formula for estimating each line item figure.
- Provide evidence that the budget includes sufficient and appropriate resources, including staff, equipment and supplies, to meet the proposed program's goals and objectives. The budget narrative must reflect an understanding of the performance-based nature of the RFA, plans for maintaining program operations prior to receipt of performance-based payments.
- If financial resources from other source(s), in addition to funds from this RFA, will support the program, please describe those funding sources and approximate amount of funding.

3. Audit

Please attach a copy of applicant's most recent independent annual audit report with all related attachments and the most recent Form 990. For a sole proprietor or for-profit entity, include copies of the two (2) most recent year's federal income tax returns and the most recent year-end balance sheet and income statement. If no audited statements are available, the applicant must supply equivalent financial statements certified by provider to fairly and accurately reflect the provider's financial status.

G. RFA Certification

An authorized representative of the applicant organization must sign the Grantee Certification Form provided in Attachment f.

H. Additional Attachments

In addition to application content and attachments described above, the following additional documents are included as attachments to this RFA and should be completed and returned as part of the proposal package.

1. Equal Employment Opportunity (EEO) Compliance Statement (Attachment g)
2. IRS Form W-9 (Attachment h)
3. Clean Hands Self Certification for the Department of Consumer and Regulatory Affairs (DCRA) (Attachment i)
4. Certificate of Good Standing Request for the Office of Tax and Revenue (OTR) (Attachment j)
5. Arrest and Convictions Statement (Attachment k)

Please note that as part of the preliminary review process, the information provided in the DCRA Clean Hands Self Certification and the OTR Certificate of Good Standing forms will be used to ensure that the applicant does not owe any outstanding taxes or fees as of December 10, 2013. Because the District-wide system is updated on a weekly basis, applicants who may be paying outstanding taxes or fees immediately prior to the application due date should consider submitting a certified clean hands form demonstrating proof of payment in order to ensure consideration of their application.