

DISTRICT OF COLUMBIA, DEPUTY MAYOR FOR PLANNING AND ECONOMIC DEVELOPMENT,
WORKFORCE INVESTMENT COUNCIL



DC Workforce Intermediary – Construction Pre- Apprenticeship and Support Services

Request for Applications

**Applications deadline:
July 23, 2014 at 4PM**

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Request for Applications: DC Workforce Intermediary – Construction Pre-Apprenticeship and Support Services

The District of Columbia Government, acting by and through the Office of the Deputy Mayor for Planning and Economic Development (DMPED) and the District of Columbia Workforce Investment Council (WIC), seeks to enter into up to two twelve (12) month renewable grants with eligible organizations, or consortia of such organizations, to provide construction industry workforce services under up to two program models: (1) pre-apprenticeship training for at least 50 jobseekers that incorporates federally endorsed curricula and credentials and prepares participants for career opportunities in the construction sector; and (2) support services for at least 50 and up to 100 jobseekers participating in construction workforce efforts supported through the District, assisting them with employment barriers both during training and after placement in apprenticeship or other employment. Grantees will work in partnership with the District of Columbia Department of Employment Services' (DOES) planned Center for Construction Careers, which will be housed in the DC American Job Center – Southeast in Ward 8, and will provide intake, tracking, and placement services to assist construction employers in identifying skilled workers.

The District contemplates award of performance-based grants of up to \$225,000.00 per program model and up to \$450,000 in total, with the full grant amount to be paid upon achievement of specified performance outcomes. These grants may be renewed for up to four (4) years, at the option of the WIC. The WIC reserves the right to fund less than two grants in total and/or fund any grantee at less than the \$225,000 maximum award per program model, as well as award less than the \$450,000 in total maximum for this solicitation. Funding for this award is contingent on continued fiscal year 2015 District budget appropriations and their approval by Congress; as well as availability of funds. This RFA does not commit the WIC to make a full, or partial, award.

I. Background

The Workforce Intermediary Pilot Program¹ is strengthening 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 program is administered through the WIC and is focusing initial efforts on expanding job placement and training capacity in the hospitality and construction sectors.

¹ Authorized by the "Workforce Intermediary Establishment and Reform of First Source Amendment Act of 2011".

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 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.

The WIC focused initial Workforce Intermediary investments on the hospitality sector, awarding two sets of grants for job placement and training strategies targeting the hospitality industry in late 2013 and early 2014. These efforts have helped build the capacity of existing service providers and provided additional resources to help align jobseeker preparation with the needs of industry businesses. This solicitation looks to build on these efforts in the construction sector by providing services that meet the industry’s unique needs and engaging in additional partnership efforts with DOES to ensure broader workforce efforts are well aligned.

The District’s construction sector was recommended as a focus for the Workforce Intermediary by the task force due to its relatively high wage employment opportunities for jobseekers that lack a post-secondary credential but have appropriate skills and training; and its large share of District First Source contracts². The industry accounted for about 5.0% of all jobs in the Washington MSA in 2013, and total jobs are expected to increase by 20.2% between 2013 and 2023³, meaning there is likely to be additional demand for workers with requisite job skills. By investing in expanded job placement and training capacity in construction, 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.

WIC staff conducted interviews and/or site visits with over 40 stakeholders in the construction industry, including employers (general contractors, subcontractors, and developers), industry trade organizations, organized labor organizations (including apprenticeship sponsors), job training providers, and government officials with roles related to the industry. The purpose of the interviews was to better understand the job training, placement, and retention needs of construction employers and jobseekers to inform Workforce Intermediary program investments. WIC staff also spoke with a range of other stakeholders with workforce

² Workforce Intermediary Task Force, “Recommendations & Next Steps for Developing a Workforce Intermediary in the District of Columbia”: (Washington, DC: February 1, 2012).

³ Economic Modeling Specialists, Int. (EMSI) Complete Employment - 2013.2 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.

development expertise during this time period to gain further insights on best practices and design elements for program activities. A diverse range of feedback was provided by these stakeholders, but several common themes emerged from these meetings:

- Many employers have difficulty identifying qualified DC residents for higher skill and journey worker level job opportunities.
- DC residents that work in entry-level construction opportunities sometimes have difficulty remaining in the industry and/or finding ways to advance due to various barriers, including:
 - lack of information and networks to identify subsequent employment and/or training opportunities after work on a project ends;
 - lack of educational skills needed to advance into apprenticeship or other higher level opportunities;
 - lack of support services for retaining employment under difficult working conditions; and
 - lack of access to transportation for non-District based work sites or lack of financial management skills that may improve transportation opportunities.
- There are a limited number of District-based providers offering construction-specific occupational training; and many employers noted that current offerings were not always well-aligned with apprenticeship and job skills needs for most openings on major District-based construction projects.
- Many construction industry employers are unaware of the services offered by District training providers; and training providers often lack connections to employers that could inform program offerings.

The Workforce Intermediary's initial construction industry investments seek to address the needs identified through stakeholder feedback, task force findings, and labor market data. This solicitation's two-model approach reflects the need to bring more DC residents with little to no industry experience into career track training opportunities; while also serving the needs of individuals that are already engaged in construction training and/or work experiences, but may benefit from additional services to help them connect to or remain in apprenticeship or other pathways to higher level opportunities. Initial grants will be targeted towards identifying models that are effective in addressing these needs, with the goal of informing the larger workforce system and scaling up successful efforts in the future.

DOES will be a key partner agency under these grants. The agency currently provides construction industry-specific programming through its Business Services unit; including through its First Source office, which helps DC employers identify skilled District residents to fulfill First Source requirements for certain city-funded projects, and through the Office of Apprenticeship, Information, and Training, which is responsible for the registration and oversight of apprenticeship programs in the District. DOES will be building on these existing services through the establishment of a new Center for Construction Careers, which will be

housed in the DC American Job Center – Southeast in Ward 8; and will provide additional construction industry services, including intake, tracking, and placement services to assist employers in identifying skilled workers. Grantees awarded through this solicitation will work closely with the Center for Construction Careers to identify eligible participants and ensure that funded services are aligned with the needs of jobseekers accessing the Center for Construction Careers.

The WIC will convene a Construction Industry Advisory Committee consisting of representatives from DOES, employers, labor unions, and industry associations that help guide the efforts of grantee(s) under this solicitation and provide input on the broader workforce system's construction-related efforts. The Committee will assist in identifying current and future skill requirements, evaluating existing training capacity in the metropolitan area, and developing consensus on additional services that may be supported or facilitated through the Workforce Intermediary.

II. Program Models Overview

This RFA includes two program models: (1) pre-apprenticeship training and related services for at least 50 jobseekers that incorporates federally endorsed curricula and credentials and prepares participants for career opportunities in the construction sector; and (2) support services for at least 50 and up to 100 jobseekers participating in other construction workforce efforts supported through the District, assisting them with employment barriers both during training and after placement in apprenticeship or other employment. The first program model is designed to address the needs of DC residents with little to no prior experience in the construction industry; while the second program model is designed to address the needs of individuals that are already engaged in training and/or work experiences, such as step-up apprenticeship and pre-apprenticeship programs, but may benefit from additional services to help them connect to or remain in apprenticeship or other pathways to higher level opportunities. Both models are focused on ensuring that participants have the skills and supports needed to progress towards journey worker or skilled laborer positions and increase the pipeline of District residents prepared to fill those opportunities.

Detailed descriptions of each program model are provided in Sections III and IV below, including their Scope of Services, Required Outcomes, and Reporting and Data Collection Requirements. Applicants may propose to deliver services under only one of these two models, and may only submit one application to provide services under this solicitation.

III. Pre-Apprenticeship Training Service Model – Scope of Services, Eligible Jobseekers, and Required Outcomes

The Pre-Apprenticeship Training model is designed to improve construction industry firms' access to a pool of qualified District jobseekers; and provide eligible jobseekers with little to no industry experience with the occupational, work readiness, and literacy skills necessary for immediate entry into apprenticeship, step-up apprenticeship, and other career track positions that are in-demand on major District construction projects. The grantee will be responsible for delivering pre-apprenticeship training and related services for at least 50 jobseekers that incorporates federally endorsed curricula and credentials and prepares participants for career opportunities in the construction sector. Successful applicants will clearly describe how they plan to deliver all required program services; how their proposed services will address the needs identified in Section I above; and how their organizational capacity and prior record of success in achieving relevant outcomes positions them to successfully meet required outcomes.

The grantee will be required to work in partnership with DOES' planned Center for Construction Careers to recruit eligible and well qualified participants and place program participants in eligible construction apprenticeship programs sponsored by construction firms, industry associations, and/or labor unions; or other career track opportunities.

A. Scope of Services

Successful respondents will clearly demonstrate how their proposed program will provide:

- i. Coordination with DOES' Center for Construction Careers in the recruitment and assessment of referred jobseekers, including additional screening and determination of program entry requirements that will identify the technical and academic skills needed to advance into apprenticeship, step-up apprenticeship, and other career track opportunities after program graduation. Assessment should include drug testing that is free of charge to participants prior to entry and at least once during the program (provided by the grantee or through the participant's other work or training activities if applicable), which reflects drug-free requirements for construction work sites. The grantee will also work with DOES to refer jobseekers that are not ready for participation to other relevant services.
- ii. Pre-apprenticeship job skills training that is specifically focused on preparing participants for the requirements of apprenticeship, step-up apprenticeship, and other career track positions that are in-demand on major District construction projects (informed by DOES and WIC data and research). This training should:
 - incorporate 120 hours of classroom time utilizing one of three U.S. Department of Labor endorsed curricula: Building and Construction Trades Department's Multi-Craft Core Curriculum, National Center for Construction Education and Research (NCCER), or the Home Builders Institutes' Pre-Apprenticeship Certificate Training (HBI-PACT);

- lead to a credential offered through the relevant curricula endorsing organization, as well as U.S. Department of Labor, Occupational Safety & Health Administration’s OSHA-10 Hour safety training and certification and First Aid and CPR certifications;
 - incorporate specific curricular components that align with the needs of firms that employ apprentices in one or more construction trades with significant demand for DC residents, such as electrical, elevator construction, plumbing, sheet metal working, and steam fitting, as identified through employer relationships and/or other industry partnership efforts; and
 - incorporate specific curricular components related to green construction, such as weatherization and/or green roof maintenance, that expose participants to and help prepare them for careers in this growing segment of the industry, consistent with the District’s [Sustainability DC Plan](#).
- iii. Work readiness and expectations training that prepares participants for entry into and success in eligible career track opportunities, including:
- training on workplace communication, conflict resolution, and jobsite expectations that is contextualized to eligible trade occupations;
 - training on apprenticeship expectations and requirements, including testing and application processes
 - hands-on experience and observation of occupation-specific skills at a project site;
 - incorporation of early start times for program coursework and minimal tolerance for lateness and missed sessions that is consistent with actual project-site expectations;
 - project site conditions overview and preparation, such as working in tight or high-up spaces or extreme heat or cold; and
 - physical fitness requirements (including the ability to lift at least 75 pounds for most trades).
- iv. Adult basic education instruction that helps participants increase literacy and numeracy skills and/or English-language skills. This instruction should prepare participants for the academic requirements needed to pass entry exams and successfully participate in apprenticeship opportunities in the construction trades that their program is focusing on. Common academic requirements in trades with significant demand for DC residents, which vary by trade, include a high school diploma or GED, successful completion of Algebra 1, minimum test scores in construction-related math, and computer literacy. Applicants should define the academic goals for their program, and their enrollment process should be designed to recruit participants that will be able to achieve these goals by program completion.
- v. Individual case management and other supportive services for program participants, provided both during initial program activities and for at least twelve months after placement. 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 and maintain employment after placement. The grantee must provide each participant with an individualized training and employment plan that will ensure that services are aligned with their unique educational and occupational goals. Case management should include coordination of additional supportive services, which

may be provided by the grantee or through a partner entity, and may include (but are not limited to):

- mentoring and peer group sessions;
 - transportation assistance;
 - financial planning and benefit coordination;
 - assistance with work-related expenses; and
 - assistance with fees and/or expenses for testing, tuition or training.
- vi. Post-graduation placement and follow-up services, including coordination with DOES' Center for Careers in Construction on placements in apprenticeship, step-up apprenticeship, and other career track positions that are in-demand on major District construction projects; as well as training on industry job search and network processes. These services should include obtaining and providing information to participants on apprenticeship testing and application processes, such as dates and minimum requirements, as well as assistance with navigating these processes; and should be informed by the grantee's employer relationships and/or other industry partnership efforts. The grantee must also assist participants that are unable to complete their program with transitions to other opportunities and/or workforce and barrier remediation resources.
- vii. Participation in quarterly Construction Industry Advisory Committee meetings, which will also include WIC and DOES staff, and work to incorporate feedback to improve program services and partnerships.

B. Eligible Jobseekers

During the initial grant period, the grantee will be responsible for enrolling and providing services to not fewer than 50 eligible DC residents. The grantee will receive referrals from DOES' Center for Construction Careers of jobseekers that have limited to no experience in the construction industry, but possess an interest and aptitude in career track opportunities. The grantee will work with DOES to ensure that referred jobseekers 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.

- Have a household income of less than 200 percent of the federal poverty level, consistent with the table below⁴.

INCOME REQUIREMENTS	
Household Size	Income Limit
1	\$23,340
2	\$31,460
3	\$39,580
4	\$47,700
5	\$55,820
6	\$63,940
7	\$72,060
8	\$80,180

- Be able to achieve the academic requirements needed to pass entry exams and successfully participate in apprenticeship or step-up apprenticeship opportunities in construction trades that have a significant demand for DC residents, which may include, but is not limited to, electrical, elevator construction, plumbing, sheet metal working, and steamfitting. Common academic requirements in these trades, which vary by trade, include a high school diploma or GED, successful completion of Algebra 1, minimum test scores in construction-related math, and computer literacy. Applicants should define the academic goals for their program, and their enrollment process should be designed to recruit participants that will be able to achieve these goals by program completion.
- Possess the required career interests and aptitude to successfully enter into apprenticeship or other career track in the construction industry upon program completion.

C. Required Outcomes

The WIC contemplates award of a performance-based grant of up to \$225,000.00 under this program model to one grantee, with the full grant amount to be paid only upon achievement of all specified performance outcomes, and with partial amounts of the grant to be paid upon achievement of each specified performance outcome, as described below. Applicants will be responsible for proposing a performance payment structure and timeline for benchmarking when each specified performance outcome will be achieved within the constraints noted in this section, and will be able to invoice outcomes achieved on a monthly basis for payment.

⁴ U.S. Department of Health and Human Services. [2014 Poverty Guidelines](#).

i. Enrollment

Fifty (50) 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 (after coordination with DOES’ Center for Careers in Construction on referrals as applicable), is accepted into the program, and completes at least ten days of training and/or other program activities conducted by program staff. The grantee will be responsible for enrolling and providing services to not fewer than 50 eligible DC residents during the initial grant period. While applicants may propose their own enrollment targets and performance payment structure, the grantee may not receive the maximum payment amount for this required outcome without successfully enrolling at least 50 individuals.

ii. Placement and Retention

Fifty (50) percent of overall payments under this RFA will be based on successful achievement of placement and retention outcomes. A successful placement and retention outcome is defined as a participant that is enrolled in program services (including post-training follow-up services) and enters into one of the following for a period of not less than ninety (90) days from the first day of employment (as evidenced by submission of an employee paystub, letter from the employer, or other supporting documentation):

- an apprenticeship with a DC Apprenticeship Council approved sponsor,
- a step-up apprenticeship with a DC Apprenticeship Council approved sponsor, or
- other positions that provide a clear pathway to obtaining journey worker or skilled laborer status in the construction industry and pay a minimum hourly wage of at least \$13.60⁵. If the job placement is made for an individual who was currently employed at the time of placement and is not an apprenticeship or step-up apprenticeship placement, the new job must provide an increase in hourly wages of not less than 10 percent over current employment.

To qualify as a successful placement and retention, the jobseeker does not need to be employed in the same position as the initial placement after ninety (90) days, but must successfully participate in a qualifying apprenticeship, step-up apprenticeship, or other position that meets the criteria noted above for at least ninety (90) days in total.

The grantee will work with DOES’ Center for Construction Careers on placement efforts, which will assist them in connecting jobseekers with industry opportunities through the numerous employers and labor unions that they work with regularly. However, the grantee

⁵ The minimum hourly wage for this program is based on the [District’s Living Wage for Contractors](#) and 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.

may need to devote additional staff and resources to placement efforts and will maintain sole responsibility for placement and retention outcomes.

IV. Support Service Model – Scope of Services, Eligible Jobseekers, and Required Outcomes

The Support Services model is designed to improve construction firms' retention of qualified District workers; and provide eligible participants that are already engaged in District-approved training and/or work experiences with the literacy, work readiness, case management and support services, and others services necessary to connect to or remain in apprenticeship or other pathways that are linked to in-demand journey worker or skilled laborer positions on major District construction projects. Successful participants will maintain eligible step-up apprenticeship, pre-apprenticeship, apprenticeship, or other employment and/or training opportunities that they are already participating in while receiving program services. The grantee will be responsible for delivering support services for at least 50 and up to 100 participants, depending on program services proposed. Successful applicants will clearly describe how they plan to deliver all required program services; how their proposed services will address the needs identified in Section I above; and how their organizational capacity and prior record of success in achieving relevant outcomes positions them to successfully meet required outcomes.

In addition to delivering the relevant services specified below, the grantee will be required to work in partnership with DOES' planned Center for Construction Careers to recruit eligible and well qualified participants and ensure job retention or follow-up placements of program participants in eligible construction apprenticeships sponsored by firms, industry associations, and/or labor unions; or other career track opportunities.

A. Scope of Services

Successful respondents will clearly demonstrate how their proposed program will provide:

- i. Coordination with DOES' Center for Construction Careers in the recruitment and assessment of referred participants, including additional screening and a comprehensive needs assessment process designed to identify key barriers for enrolled individuals in maintaining participation in step-up apprenticeship, pre-apprenticeship, apprenticeship, or other career track employment and/or training opportunities in the construction industry; as well as barriers in advancing to full apprenticeship. This process should be used to inform and adjust other services under this program model as needed, and applicants should clearly specify their experience with this process and how it has informed past programming administered by their organization. Assessment will include drug testing that is free of charge to participants prior to entry and at least once during the program (provided by the grantee or through the participant's other

work or training activities if applicable), which reflects drug-free requirements for construction work sites. The grantee will also work with DOES to refer jobseekers that are not ready for participation to other relevant services. While the grantee will be required to enroll at least 50 jobseekers, they may elect to serve up to 100 jobseekers depending on their program model and capacity, and will be encouraged to work with DOES to enroll additional jobseekers in the event that some participants leave the program before achieving outcomes. These additional participants may count towards retention outcomes as described in Section IV.B below.

- ii. Adult basic education instruction that helps participants increase literacy and numeracy skills and/or English-language skills. This instruction should prepare participants that have not already been accepted into full apprenticeship programs for the specific academic requirements needed to pass entry exams and successfully participate in apprenticeship opportunities in the construction trades that they are currently focused on, which may include, but is not limited to, electrical, plumbing, sheet metal working, and steamfitting. Common academic requirements in these trades, which vary by trade, include a high school diploma or GED, successful completion of Algebra 1, minimum test scores in construction-related math, and computer literacy. Applicants should define the academic goals for their program, and their enrollment process should be designed to recruit participants that will be able to achieve these goals by program completion. Instruction may also be provided to assist participants in moving beyond apprenticeship entry requirements and acquiring the academic skills needed to further advance in the industry.
- iii. Work readiness and expectations training that prepares participants with varying levels of industry experience for success in the construction trades that they are currently focused on. This training should focus on the specific challenges presented in their trade's work environment, as well as professional development needs identified for each individual; and may include, but is not limited to:
 - training on workplace communication, conflict resolution, and jobsite expectations;
 - training on apprenticeship expectations and requirements, including testing and application processes;
 - hands-on experience and observation of occupation-specific skills at a project site;
 - project site conditions overview and preparation, such as working in tight or high-up spaces or extreme heat or cold; and
 - physical fitness requirements (including the ability to lift at least 75 pounds for most trades).
- iv. Individualized case management and other support services for program participants, provided for at least twelve months after enrollment as applicable. These services are intended to ensure that the individual needs of each participant are met, and to assist participants with common employment barriers that may be specifically related to construction industry employment and retention. The grantee must provide each participant with an individualized training and employment plan that will ensure that services are aligned with their unique educational and occupational goals. Applicants

may propose the range of support services that they believe will be most useful in supporting the retention and advancement of participants in apprenticeship or other career track opportunities, and should draw on experience from past programming administered by their organization in justifying the range of services they intend to offer. While some support services may be provided through coordination with external entities, applicants must propose a set of key services that they intend to provide directly or through a defined partnership that is clearly documented and accounted for in their program budget. Applicants may propose, but are not limited to, the following types of support services:

- mentoring and peer group sessions designed to support job retention, which may include facilitation of journey worker or other experienced construction worker mentors working with participants;
 - transportation assistance, such as stipends during training and/or for a set period after training, and/or supporting driver's license obtainment and/or record remediation (note that some trade apprenticeship programs require valid driver's licenses);
 - financial planning and benefit coordination, such as financial literacy instruction, saving plans and supports to facilitate industry-needed assets like cars, coordination of EITC and/or other financial supports, and assistance with child support arrears;
 - assistance with work-related expenses, such as access to tools and equipment, uniforms, and supplies; and
 - assistance with fees and/or expenses for testing, tuition or training.
- v. Coordination with DOES's Center for Careers in Construction on advancement opportunities, such as acceptance into full apprenticeship; or follow-up placements in the event of job loss (when applicable) in apprenticeship, step-up apprenticeship, and other career track positions that are in-demand on major District construction projects. These services should include training on industry job search and network processes; as well as obtaining and providing information to participants on apprenticeship testing and application processes and assistance with navigating these processes. The grantee must also assist participants that are unable to remain in the industry with transitions to other opportunities and/or workforce and barrier remediation resources.
- vi. Participation in quarterly Construction Industry Advisory Committee meetings, which will also include WIC and DOES staff, and work to incorporate feedback to improve program services and partnerships.

B. Eligible Jobseekers

During the initial grant period, the grantee will be responsible for enrolling and providing services to not fewer than 50 and up to 100 eligible DC residents. The grantee will receive referrals from DOES' Center for Construction Careers of jobseekers that are already engaged in District-approved training and/or work experiences in the construction industry, which may

include step-up apprenticeship, pre-apprenticeship, apprenticeship, or other career track employment and/or training opportunities. The grantee will work with DOES to ensure that referred jobseekers 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.
- 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	\$23,340
2	\$31,460
3	\$39,580
4	\$47,700
5	\$55,820
6	\$63,940
7	\$72,060
8	\$80,180

- Be able to achieve the academic requirements needed to pass entry exams and successfully participate in apprenticeship opportunities in the construction trades participants are currently focused on, which may include, but is not limited to, electrical, plumbing, sheet metal working, and steamfitting. Common academic requirements in these trades, which vary by trade, include a high school diploma or GED, successful completion of Algebra 1, minimum test scores in construction-related math, and computer literacy. Applicants should define the academic goals for their program, and their enrollment process should be designed to recruit participants that will be able to achieve them as they advance through their current employment and/or training activities.
- Possess the required career interests and aptitude to successfully enter into journey worker or skilled laborer employment in the construction industry upon completion of an apprenticeship or other relevant employment and/or training opportunities.

⁶ U.S. Department of Health and Human Services. [2014 Poverty Guidelines](#).

C. Required Outcomes

The WIC contemplates award of a performance-based grant of up to \$225,000.00 under this program model to one grantee, with the full grant amount to be paid only upon achievement of all specified performance outcomes, and with partial amounts of the grant to be paid upon achievement of each specified performance outcome, 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.

i. Enrollment

Fifty (50) 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 (after coordination with DOES's Center for Careers in Construction on referrals as applicable), is accepted into the program, and completes at least ten days of program activities conducted by program staff. The grantee will be responsible for enrolling and providing services to not fewer than 50 eligible DC residents during the initial grant period, and up to 100 jobseekers depending on program services proposed. While applicants may propose their own enrollment targets and performance payment structure, the grantee may not receive the maximum payment amount for this required outcome without successfully enrolling at least 50 individuals.

ii. Retention

Fifty (50) percent of overall payments under this RFA will be based on successful achievement of retention outcomes. Successful retention is defined as a participant that is enrolled in program services and remains employed in one of the following for three consecutive months (as evidenced by submission of an employee paystub, letter from the employer, or other supporting documentation):

- a step-up apprenticeship with a DC Apprenticeship Council approved sponsor,
- an apprenticeship with a DC Apprenticeship Council approved sponsor, or
- other positions that provide a clear pathway to obtaining journey worker or skilled laborer status in the construction industry and pay a minimum hourly wage of at least \$13.60⁷.

⁷ The minimum hourly wage for this program is based on the [District's Living Wage for Contractors](#) and 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.

Retention payments may be received for each consecutive three-month period up to one-year in total, and participants may move between eligible employment opportunities in counting towards retentions. The grantee is encouraged to work with DOES to enroll additional jobseekers in the event that some participants leave the program before achieving outcomes; and these additional participants may also count towards retention outcomes.

V. 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, but not limited to:

- Non-profit, community-, or faith-based organizations;
- Institutions of higher education;
- Trade associations or chambers of commerce;
- Construction 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.

Applicants applying under program model 1 - Pre-Apprenticeship, must also meet one of the following requirements:

- offer an apprenticeship program that is registered with the District's Office of Apprenticeship Information and Training; or
- be licensed to provide education and training services through the District Higher Education Licensure Commission, Maryland Higher Education Commission, or the State Council of Higher Education for Virginia.

Priority will be given to applicants that:

- Have a proven track record of meeting 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 one of the three federally endorsed training curricula described above and related certifications (program model 1 - Pre-Apprenticeship only);
- Have existing connections with construction industry businesses, industry associations, and/or labor unions that will allow individuals who complete the program to be placed directly into apprenticeship, step-up apprenticeship, and other career track positions that are in-demand on major District construction projects;

- 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.

To be eligible to receive funds under this solicitation, an organization must be current on all taxes and liabilities owed to the District, or have a plan to resolve such taxes and liabilities that is satisfactory to the grantor.

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.

VI. 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.

A. Monthly Reports

Grantees will be required to submit monthly reports of program status and progress to the WIC and the construction industry advisory committee. The monthly report shall include, at a minimum, individual record data that includes race, gender, employment status at entry, educational attainment at entry (including Educational Functioning Level), and ward of residence; and includes service delivery categories that allow WIC staff to report 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 completing at least ten days of training and/or other program activities (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 completing each type of service offered through the grantee’s program (e.g. work readiness training, literacy services, or financial literacy coursework);
- number of enrolled participants that complete all required program activities and assessments, including earning any relevant credentials offered (program model 1 - Pre-Apprenticeship only);
- number of enrolled participants or program graduates achieving a literacy/numeracy gain by type of gain (e.g. Educational Functioning Level gain, or secondary or postsecondary credential);
- number of enrolled participants applying for entry into apprenticeship (and taking appropriate entry tests if applicable) by sponsor organization;
- number of enrolled participants applying for entry into apprenticeship (and taking appropriate entry tests if applicable) but unsuccessful in meeting program standards, by sponsor organization;
- number of enrolled participants successfully placed or re-placed in apprenticeship, step-up apprenticeship, or other position by type of placement (required outcome under program model 1 - Pre-Apprenticeship, see Sections III.B Required Outcomes for definition of a successful placement); and
- number of enrolled participants successfully retained in a qualifying placement position (required outcome that varies in definition based on program model, see Section III.B and IV.B Required Outcomes for details under each program model).

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 construction industry advisory committee to analyze data to support program improvements.

B. 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 construction industry advisory 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

C. 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.

VII. Review Process

A. 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.

B. Team Review and Evaluation Criteria

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 construction industry and may include WIC staff; other DC agency staff; and professionals from national and local organizations and businesses. 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 two (2) applicants for funding.

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

Evaluation Criteria	Points
i. Program Design	40
ii. Organizational Capacity and Staffing	15
iii. Past Performance	20
iv. Performance Outcomes and Budget	15
v. Data Collection and Evaluation	10
Total	100

i. Program Design (40 of 100 points)

Applicants will be evaluated on whether each of the elements of their program design demonstrate an understanding of the overall goals of the RFA, identify a high quality strategy and set of activities to achieve all program outcomes, are feasible, and reflect the development of key partnerships that will contribute to the success of the program – particularly with DOES and industry stakeholders.

ii. Organizational Capacity and Staffing (15 of 100 points)

Applicants will be evaluated on their ability to demonstrate appropriate fiscal management systems and facilities to deliver the services and activities proposed; as well as a detailed staffing plan and structure designed to effectively deliver proposed program services. Information reviewed in making this determination will include the applicant’s budget and other financial documents; fiscal management systems and grant accounting experience; relevant experience administering performance-based awards and capacity to manage financial risk in the event of failing to meet performance targets; description of program facilities; staffing and professional development plan; and the qualifications of key staff that will execute grant activities. A preference will be given to programs that offer their services wholly or substantially within the District of Columbia.

iii. Past Performance (20 of 100 points)

Applicants will be evaluated on the strength of their past performance in providing services that are relevant to the scope of services and required outcomes required under this solicitation; and are required to submit data and other supporting documents that demonstrate this performance. The review team will also be instructed to consider any context that is provided for outcomes, such as benchmarks or goals, and whether the

applicant demonstrates an understanding of how performance may be improved through program adjustments and/or data analyses. Significant weight will be given to past performance that has resulted in participants entering apprenticeship and/or maintaining apprenticeship opportunities.

iv. Performance Outcomes and Budget (15 of 100 points)

Applicants are required to propose a set of outcomes that they anticipate achieving through this grant, as well as a performance payment structure and timeline for when benchmarks will be achieved within the constraints noted in the Required Outcomes portions of Sections III.B and IV.B above. They will be evaluated on whether their performance outcomes are feasible, given planned program elements, and lead to substantial gains for participating jobseekers. Applicants are also required to submit a detailed program budget, and will be evaluated on whether it is consistent with their program design and proposed outcomes and reflects a clear understanding of the performance-based nature of the RFA.

v. Data Collection and Evaluation (10 of 100 points)

Applicants will be evaluated on their demonstrated capacity and systems in place to successfully track program activities and outcomes; and evidence of their ability to use data to improve participant outcomes and program performance. They will also be evaluated on their ability to articulate a clear process for how data will be collected, reported, and used to inform operations throughout the grant cycle.

C. Final Selection

The review team will make recommendations regarding the selection of grantee(s) 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 through programs that 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 fiscal year 2015 District budget appropriations and their approval by Congress; as well as availability of funds. This RFA does not commit the WIC to make a full, or partial, 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.

VII. Application Process

Applicants must follow the procedures outlined in this RFA. The RFA is available on the Office of Partnerships and Grants Services (OPGS) District Grant Clearinghouse web page at <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>.

A. 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.

B. 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 22ampton.hampton@dc.gov. The deadline for submission of written questions is July 10, 2014 4:00 pm. Questions and answers will be reviewed at the RFA Informational Meeting and will be posted on the WIC's [Workforce Intermediary web page](#).

C. Application Timeline

RFA Released	June 20, 2014
RFA Informational Meeting	July 9, 2014 at 3 pm Department of Employment Services Community Room 4058 Minnesota Avenue NE, Washington, DC 20019
RFA Responses Due	July 23, 2014 at 4 pm, online submissions using the application link on the WIC's Workforce Intermediary web page only
Applicant Notification	August, 2014
Grant Start Date	September or October, 2014

D. Informational Meeting

An Informational Meeting on the RFA will be held on July 9, 2014 at 3PM, in the Community Room at the Department of Employment Services, located at 4058 Minnesota Avenue, NE, Washington, DC 20019. Attendance is strongly encouraged.

E. Application Submission

Applicants are required to submit their application online using the application link on the WIC's [Workforce Intermediary web page](#). All applications must be submitted electronically by 4:00 pm on July 23, 2014. No incomplete or late applications will be considered. Applications that do not follow the required format, as specified in the instructions posted on the application web page, will not be reviewed.

F. 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.

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.
- Clean Hands Self Certification for Department of Consumer and Regulatory Affairs (DCRA).
- Certificate of Good Standing Request for Office of Tax & Revenue (OTR).
- 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:

- A completed accessibility checklist (signed by authorized agency representative).
- Proof of insurance.

H. First Source Employment Agreement Requirements

Pursuant to Mayor's Order 83-265, DC Law 5-93 and DC Law 14-24, as amended, one of the primary goals of the District of Columbia government is the creation of job opportunities for District of Columbia residents. Accordingly, all awardees under the Program must enter into a First Source Employment Agreement with the Department of Employment Services (DOES) upon award of any grant funds. The First Source Employment Agreement will require the awardee to: (i) use diligent efforts to hire and use diligent efforts to require its subcontractors to hire at least fifty one percent (51%) District of Columbia residents for all new jobs created by this grant award, all in accordance with such First Source Employment Agreement, and (ii) use diligent efforts to ensure that at least fifty one percent (51%) of apprentices and trainees are residents of the District of Columbia and are registered in apprenticeship programs approved by the D.C. Apprenticeship Council.

All inquiries regarding the First Source Employment Agreement should be directed to:

Anetta Graham, Supervisor

First Source Program – Department of Employment Services

4058 Minnesota Avenue, NE

Third Floor

Washington, DC 20019

(202) 698-3757 Direct

anetta.graham@dc.gov

I. Insurance Requirements

The applicant, when requested, must show proof of all insurance coverage required by law at the time of application submission. The applicant shall maintain general liability insurance, consistent with District law. The applicant is responsible for adhering to the insurance guidelines as defined by the District of Columbia Office of Contracting and Procurement.

- A. GENERAL REQUIREMENTS. The Grantee shall procure and maintain, during the entire period of performance under this grant, the types of insurance specified below. The Grantee shall have its insurance broker or insurance company submit a Certificate of Insurance to the DMPED Office of Contracts, Procurement and Grants giving evidence of the required coverage prior to commencing performance under this grant. In no event shall any

work be performed until the required Certificates of Insurance signed by an authorized representative of the insurer(s) have been provided to, and accepted by, the DMPED Office of Contracts, Procurement and Grants. All insurance shall be written with financially responsible companies authorized to do business in the District of Columbia or in the jurisdiction where the work is to be performed and have an A.M. Best Company rating of A-VIII or higher. The Grantee shall require all of its subgrantees to carry the same insurance required herein. The Grantee shall ensure that all policies provide that the DMPED Office of Contracts, Procurement and Grants shall be given thirty (30) days prior written notice in the event the stated limit in the declarations page of the policy is reduced via endorsement or the policy is canceled prior to the expiration date shown on the certificate. The Grantee shall provide the DMPED Office of Contracts, Procurement and Grants with ten (10) days prior written notice in the event of non-payment of premium.

1. Commercial General Liability Insurance. The Grantee shall provide evidence satisfactory to the DMPED Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate; Bodily Injury and Property Damage including, but not limited to: premises-operations; broad form property damage; Products and Completed Operations; Personal and Advertising Injury; contractual liability and independent contractors or grantees. The policy coverage shall include the District of Columbia as an additional insured, shall be primary and non-contributory with any other insurance maintained by the District of Columbia, and shall contain a waiver of subrogation. The Grantee shall maintain Completed Operations coverage for five (5) years following final acceptance of the work performed under this grant.
 2. Automobile Liability Insurance. The Grantee shall provide automobile liability insurance to cover all owned, hired or non-owned motor vehicles used in conjunction with the performance of this grant. The policy shall provide a \$1,000,000 per occurrence combined single limit for bodily injury and property damage.
 3. Workers' Compensation Insurance. The Grantee shall provide Workers' Compensation insurance in accordance with the statutory mandates of the District of Columbia or the jurisdiction in which the grant is performed.
 4. Employer's Liability Insurance. The Grantee shall provide employer's liability insurance as follows: \$500,000 per accident for injury; \$500,000 per employee for disease; and \$500,000 for policy disease limit.
- B. **DURATION**. The Grantee shall carry all required insurance until all grant work is accepted by the District, and shall carry the required General Liability; any required Professional Liability; and any required Employment Practices Liability insurance for five (5) years following final acceptance of the work performed under this grant.

- C. **LIABILITY.** These are the required minimum insurance requirements established by the District of Columbia. **HOWEVER, THE REQUIRED MINIMUM INSURANCE REQUIREMENTS PROVIDED ABOVE, WILL NOT IN ANY WAY LIMIT THE GRANTEE’S LIABILITY UNDER THIS GRANT.**
- D. **GRANTEE’S PROPERTY.** Grantee and subgrantees are solely responsible for any loss or damage to their personal property, including but not limited to tools and equipment, scaffolding and temporary structures, rented machinery, or owned and leased equipment. A waiver of subrogation shall apply in favor of the District of Columbia.
- E. **MEASURE OF PAYMENT.** The District shall not make any separate measure or payment for the cost of insurance and bonds. The Grantee shall include all of the costs of insurance and bonds in the grant price.
- F. **NOTIFICATION.** The Grantee shall immediately provide the DMPED Contracting Officer with written notice in the event that its insurance coverage has or will be substantially changed, canceled or not renewed, and provide an updated certificate of insurance to the DMPED Contracting Officer.
- G. **CERTIFICATES OF INSURANCE.** The Grantee shall submit certificates of insurance to the DMPED Office of Contracts, Procurement and Grants giving evidence of the required coverage as specified in the Insurance Section prior to commencing work. Evidence of insurance shall be submitted to:

Jacque McDonald
Director of Contracts, Procurement and Grants
Office of the Deputy Mayor for Planning and Economic Development
1100 4th Street SW, Suite E500
Washington, DC 20024
(202) 724-8111

VIII. Application Instructions and Components

A. Online Application

Applicants are required to submit their responses using the online application link on the WIC's [Workforce Intermediary web page](#). The online application requires applicants to provide organizational information, respond to application questions, provide program budget information, and submit required document attachments. Failure to complete any of the online application components and upload all required attachments may cause your application to be ineligible for review.

B. Required Document Attachments

The online application includes a "Required Document Attachments" tab that includes a list of all required attachments, instructions on completing documents, and a link to upload them. All documents uploaded should be in Microsoft Word or PDF format, and some required document forms are included as attachments to this RFA (as noted below) and have also been posted on the OPGS District Grant Clearinghouse web page at <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>. Required Document Attachments consist of the following:

- Program Design Form (Attachment A(1) for applicants applying under program model 1 - Pre-Apprenticeship and Attachment A(2) for applicants applying under program model 2 - Support Services)
- Organizational chart
- Staffing plan
- Past Performance Form(s) (Attachment B)
- Performance Outcomes Form(s) (Attachment C)
- Independent annual audit report and Form 990
- Letter(s) of support (for partnerships, see Attachment D for a sample letter of support)
- Grantee Certification Form (Attachment E)
- Equal Employment Opportunity (EEO) Compliance Statement (Attachment F)
- IRS Form W-9 (Attachment G)
- Clean Hands Self Certification (Attachment H)
- Certificate of Good Standing Request (Attachment I)
- Arrest and Convictions Statement (Attachment J)

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.