



# Program Builder Funding

Round 11

May 10, 2023

## CCW Overview

Overview of the RFP

Elements of a Successful Application

Q & A

# Welcome!

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## What is Career Connect Washington?

Business, labor, education, and community leaders who are creating work-based and academic programs for young people to explore, learn, and earn money or college level credit.

Over the next five years, our state will have 750,000 new career opportunities that keep us on the leading edge of global innovation and influence. We have the talent right here at home to fill those opportunities.

Career Connect Washington bridges the gap between employers and educators by providing the connection, funding, and support they need to deliver high quality academic and work-based experiences for Washington students, especially those furthest from opportunity.

# Career Connect Washington (CCW) is a statewide movement to create a high-quality career connected learning (CCL) system

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In May 2017, Governor Inslee charged CCW to find ways for young people to explore, prepare, and participate in “**real world**” **employer-based learning opportunities** as a way to increase life fulfillment and self-sufficiency, advance more students past high school with a degree or credential, and improve the state’s economy

## **CCW scope:**

- Serve young people through age 29
- Introduce students early (elementary and middle school) to opportunity around them
- Build off of existing great CCL opportunities in K-12, postsecondary (2- and 4-year)
- Learn from and grow Registered Apprenticeships as a critical player in the system

In spring 2019, HB 2158 (WEIA) was passed by the Legislature, which codified our state’s 3-step CCL framework, and provided funding to implement CCW statewide through competitive, performance oriented, grants

# CCW's Vision is to ensure equitable CCL access and outcomes for Washington students

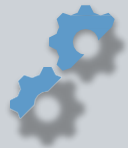
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Every young adult in Washington will have multiple pathways toward economic self-sufficiency and fulfillment, strengthened by a comprehensive state-wide system for career connected learning.



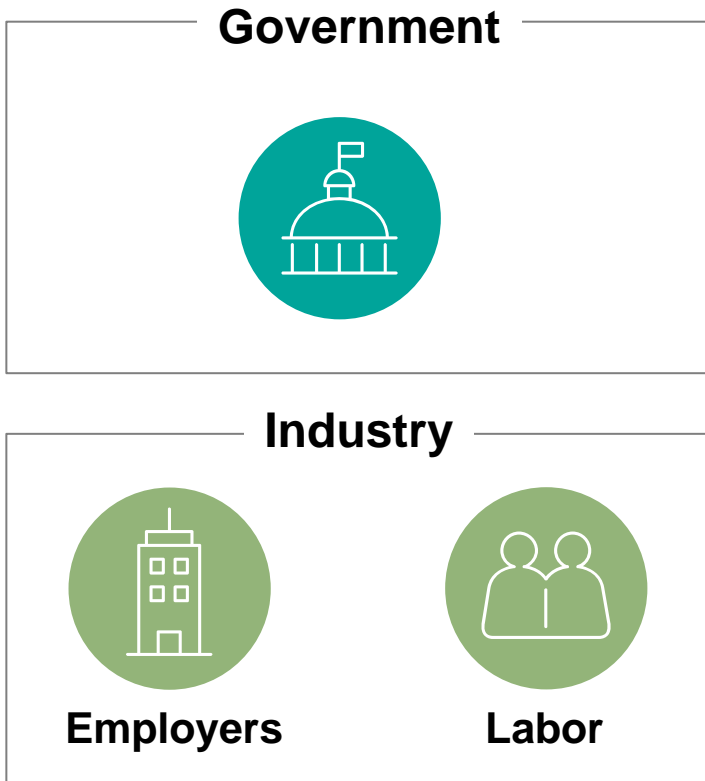
In order for every young adult to succeed, we must intentionally focus on populations furthest from opportunity especially students of color, Indigenous students, low-income students, rural students, and students with disabilities.



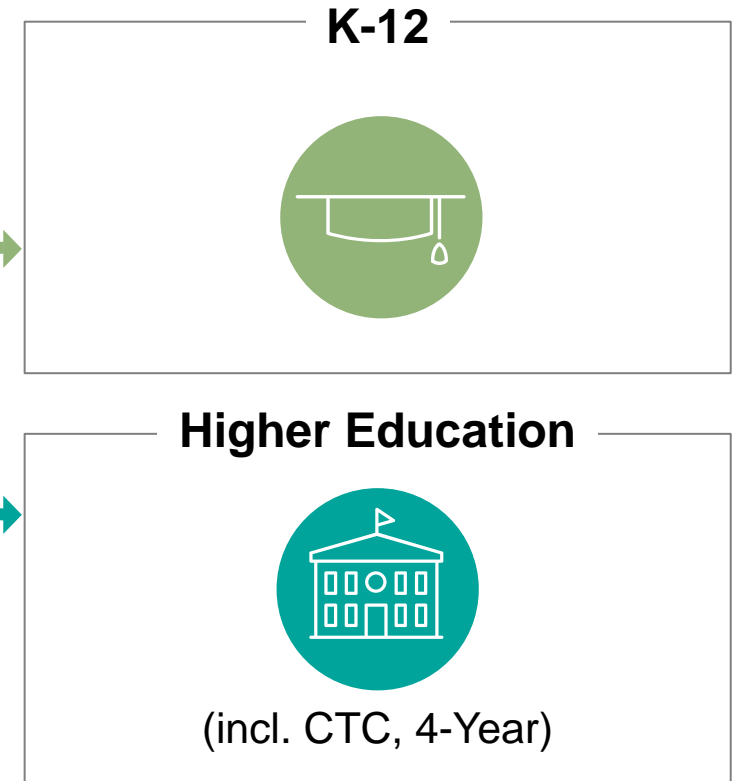
We acknowledge that systemic racism has held students back, especially Black and Indigenous students, and we aspire to build an anti-racist system for career connected learning.

We will achieve this vision by connecting employers, labor, education, and government to create and scale career connected learning opportunities

## Employment



## Education



**CCW can provide the connective tissue to grow CCL programs state-wide**

# We are building the infrastructure to create new and grow existing CCL programs

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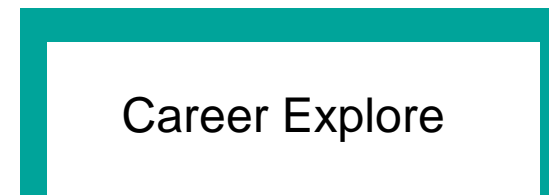
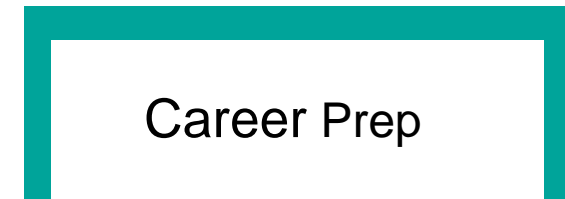
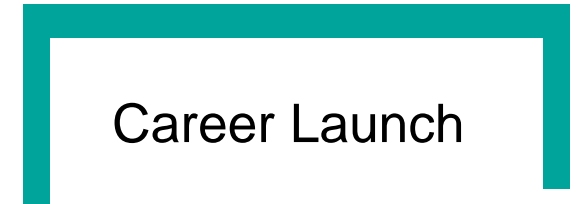
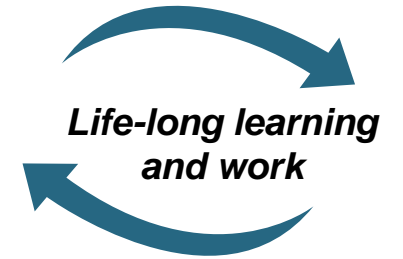
## Definitions

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Programs combine meaningful, high quality on-the-job experience with classroom learning that culminate in a postsecondary credential\*, producing a competitive candidate for meaningful employment.

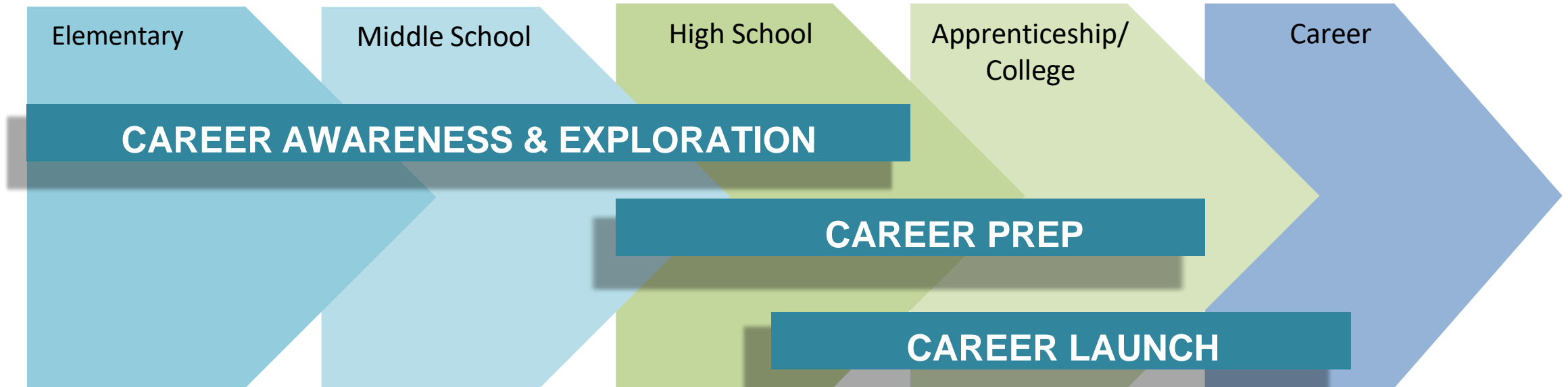
Programs designed to deepen understanding of a specific industry or career. These program begin in high school and provide students with hands-on training and knowledge to help prepare for future work and to decide whether a given career path is a good fit.

Programs designed to expose students to many career options and pathways, beginning as early as elementary or middle school. These programs allow students to learn about future jobs ad industries through activities.



\*Postsecondary credential means certificate, or at least one year towards an associates or bachelor's degree

# Career Connected Learning Continuum



## Awareness & Exploration

- Job shadows
- Career fair
- Worksite tours
- Informational interviews

## Career Prep

- Job site industry mentorship
- Pre-apprenticeship
- Internship

## Career Launch

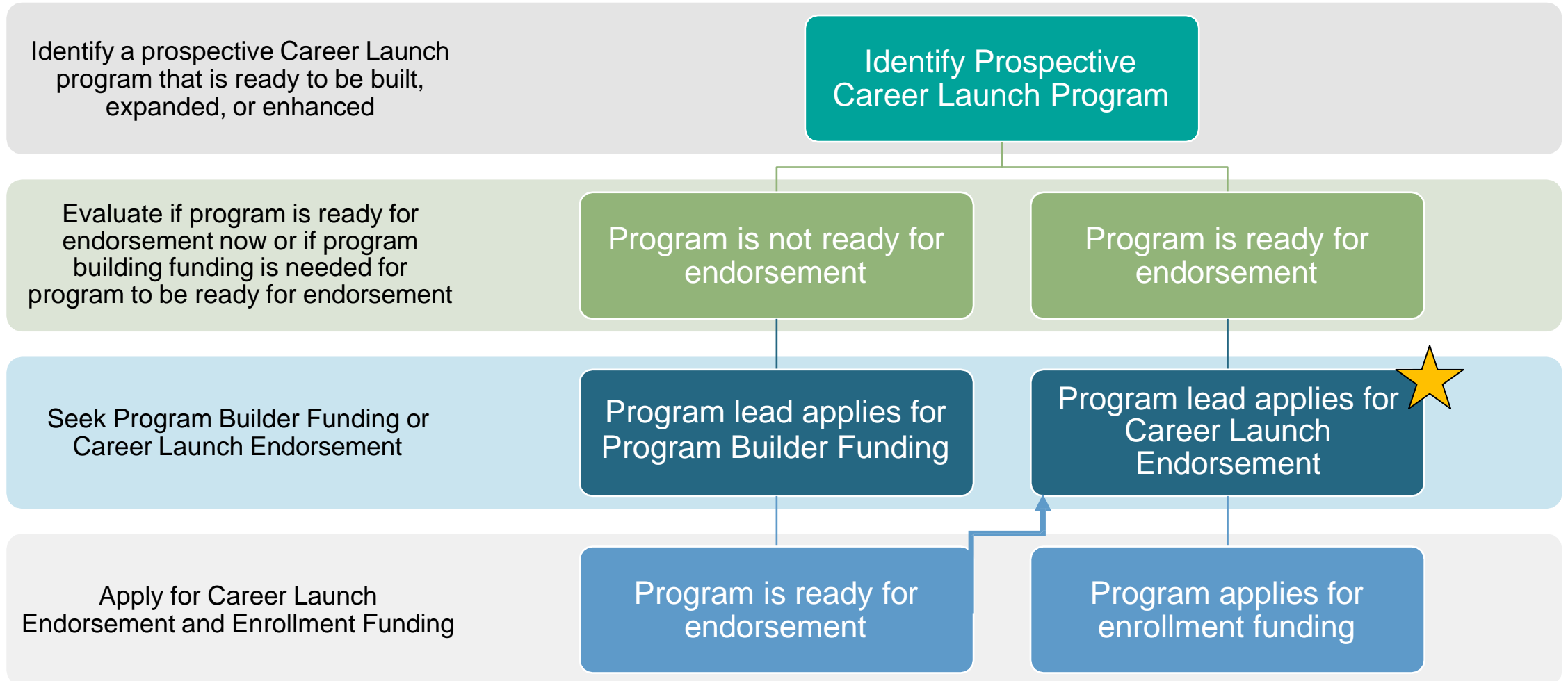
- Registered apprenticeship/internship
- Work-based course (dual credit)
- College or industry credential



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# Career Launch Endorsement Process

# Career Launch Program Development & Endorsement Sequence



# Industry and Education-led endorsement process for Career Launch

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**Career Launch Programs are endorsed through a rigorous, CCW-led, monthly review process** with representatives from K12, post-secondary, and industry.

Applications are reviewed to ensure they meet the **following standards:**

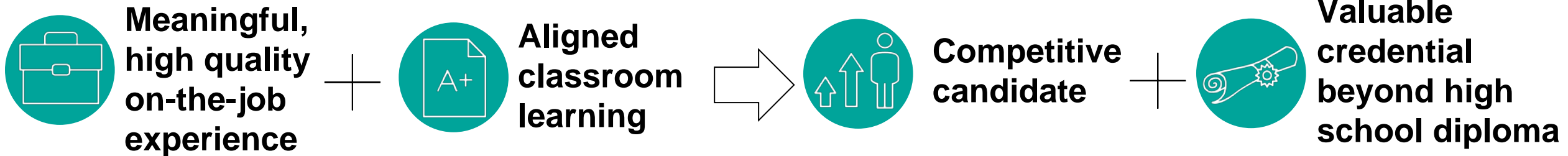
- Industry-validated (e.g. program completers are work-ready, critical mass of employers participating, credential valued across industry, high-potential career pathway)
- Academically-validated (e.g. state-wide recognition and transferability, aligned with high-quality academic standards)
- Endorsement will be reviewed periodically based on student outcomes

**Online Endorsement Application available on [CCW website](#) and additional information about CLER Review available on [SBCTC website](#)**

- Programs can be offered at 4-year universities and colleges, community and technical colleges, training centers, skill centers, and K-12 schools that partner with higher-education institutions



## Career Launch Programs: Positioning young adults for promising careers



- ✓ At worksite
- ✓ Paid and academic credit
- ✓ Occupation-aligned
- ✓ Employer supervisor at ratio typical of occupation
- ✓ Defined competencies and skills gained
- ✓ Full compliance with existing legal regulations

- ✓ Curriculum and program requirements developed in partnership with employers and industry
- ✓ Aligned with academic and employer standards
- ✓ Qualified instructors
- ✓ Dedicated student support (academic and career)

- ✓ Able to continue in employment **OR** successfully compete for jobs leading to financially-sustainable and fulfilling careers

- ✓ Credential attained
- OR**
- ✓ Significant progress (at least one year) towards a 2 or 4 year credential

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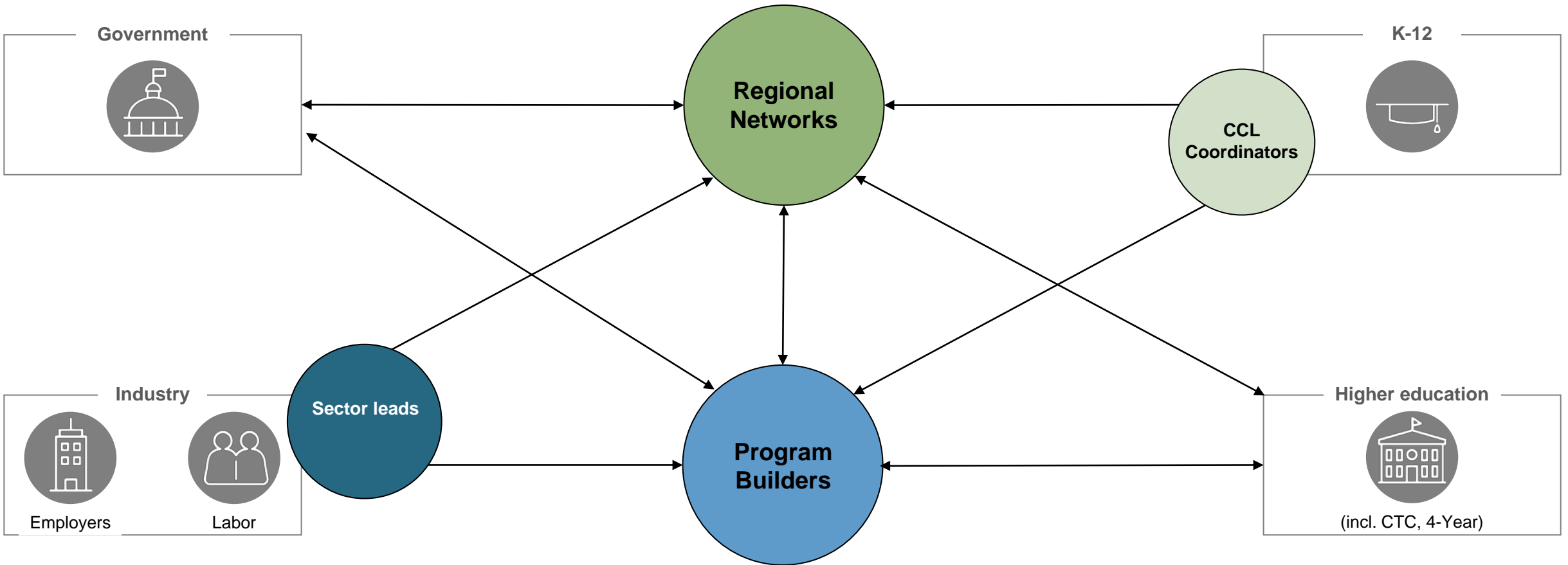
# Career Connect Washington Coalition

Contact Information for Regional Network Directors, Career Connected Learning Coordinators,  
Sector Intermediaries

# CCW Network of Partners

## Employment

## Education



# Regional Networks and CCL Coordinators



**Network:** Karen Borders  
[borders@sksschools.org](mailto:borders@sksschools.org)

**CCL Coordinator:** Kimberly Hetrick  
[khetric@oesd114.org](mailto:khetric@oesd114.org)

**Counties:** Clallam, Jefferson, Kitsap, and Mason



**Network:** Jenny Veltri  
[jveltri@nwesd.org](mailto:jveltri@nwesd.org) and Alyssa Jackson  
[alyssaj@snohomishstem.org](mailto:alyssaj@snohomishstem.org)

**CCL Coordinator:** Sinead Plagge  
[splagge@nwesd.org](mailto:splagge@nwesd.org)

**Counties:** Island, San Juan, Skagit, Snohomish, and Whatcom



**Network:** Sue Kane  
[suek@ncesd.org](mailto:suek@ncesd.org) and Aaron Parrott  
[aaronp@skillsource.org](mailto:aaronp@skillsource.org)

**CCL Coordinator:** Sue Kane  
[suek@ncesd.org](mailto:suek@ncesd.org)

**Counties:** Chelan, Douglas, Grant, and Okanogan



**Network:** John Bonner  
[john@wabsalliance.org](mailto:john@wabsalliance.org)

**CCL Coordinator:** Walter Jackson  
[wjackson@psed.org](mailto:wjackson@psed.org)

**Counties:** King and Pierce



**Network:** Cassidy Peterson  
[cpeterson@greaterspokane.org](mailto:cpeterson@greaterspokane.org)

**CCL Coordinator:** Jessica Dempsey  
[jdempsey@esd101.net](mailto:jdempsey@esd101.net)

**Counties:** Adams, Ferry, Lincoln, Pend Oreille, Spokane, Stevens, and Whitman



**Network:** Lorie Thompson  
[lthompson@esd113.org](mailto:lthompson@esd113.org)

**CCL Coordinator:** Cecily Kiester  
[ckiester@esd113.org](mailto:ckiester@esd113.org)

**Counties:** Grays Harbor, Lewis, Mason, Pacific, and Thurston



**Network:** Debra Bowen  
[deb@STEMlearning.org](mailto:deb@STEMlearning.org)

**CCL Coordinator:** James Kindle  
[jkindle@esd123.org](mailto:jkindle@esd123.org)

**Counties:** Asotin, Benton, Columbia, Franklin, Garfield, and Walla Walla



**Network:** Vickei Hrdina  
[vickei.hrdina@esd112.org](mailto:vickei.hrdina@esd112.org)

**CCL Coordinator:** Chad Mullen  
[chad.mullen@esd112.org](mailto:chad.mullen@esd112.org)

**Counties:** Clark, Cowlitz, Klickitat, Pacific, Skamania, and Wahkiakum



**Network:** Mark Cheney  
[mark.cheney@esd105.org](mailto:mark.cheney@esd105.org) and Hugo Moreno  
[hugo.moreno@esd105.org](mailto:hugo.moreno@esd105.org)

**CCL Coordinator:** Shelly O'Neill  
[shelly.oneill@esd105.org](mailto:shelly.oneill@esd105.org)

**Counties:** Grant, Kittitas, Klickitat, and Yakima



# CCW Sector Intermediaries

Sector	Intermediary	Contact
Advanced Manufacturing & Aerospace	<a href="#">AWB Institute</a> , in partnership with the Aerospace Futures Alliance	Thomas Gill, Program Manager, <a href="mailto:Thomasg@awbinstitute.org">Thomasg@awbinstitute.org</a>
Agriculture	<a href="#">Agriculture &amp; Natural Resource Center of Excellence</a>	Lindsey Williams, Director, <a href="mailto:lindsey.williams@wwcc.edu">lindsey.williams@wwcc.edu</a>
Clean Technology & Energy	<a href="#">CleanTech Alliance</a> , in partnership with the Pacific NW Center of Excellence for Clean Energy	Gus Williams - Workforce Manager <a href="mailto:Gus@CleanTechAlliance.org">Gus@CleanTechAlliance.org</a>
Construction	<a href="#">AGC Education Foundation</a>	Sarah Patterson, Workforce Development Director, <a href="mailto:spatterson@agcwa.com">spatterson@agcwa.com</a>
Finance	<a href="#">Washington Bankers Association</a>	Duncan Taylor, SVP, Membership & Programs: <a href="mailto:duncan@wabankers.com">duncan@wabankers.com</a>
Education	<a href="#">Professional Educator Standards Board (PESB)</a> in partnership with <a href="#">Center for Strengthening the Teaching Profession</a>	<a href="mailto:erica.hernandez-scott@k12.wa.us">Erica Hernandez-Scott, Ph.D., Interim Executive Dir., erica.hernandez-scott@k12.wa.us</a> Lindsey Stevens, Executive Dir., <a href="mailto:lindsey@cstp-wa.org">lindsey@cstp-wa.org</a>
Healthcare	<a href="#">SEIU Healthcare 1199NW Multi-Employer Training and Education Fund</a>	Leigh Christopherson, Healthcare Intermediary Project Director, <a href="mailto:lchristopherson@healthcareerfund.org">lchristopherson@healthcareerfund.org</a>
Information Technology & Cybersecurity	<a href="#">Computing for All</a>	Alka Manchanda, Director Program Development, <a href="mailto:alka@computingforall.org">alka@computingforall.org</a> Mandira Virmani, Director Program Development, <a href="mailto:mandira@computingforall.org">mandira@computingforall.org</a>
Life Science	<a href="#">Life Science Washington</a>	Marc Cummings, President & CEO, <a href="mailto:marc@lifesciencewa.org">marc@lifesciencewa.org</a>
Maritime	<a href="#">NW Center of Excellence for Marine Manufacturing &amp; Technology</a>	Ann Avary, Director, <a href="mailto:ann.avary@skagit.edu">ann.avary@skagit.edu</a>



# Agenda

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CCW overview

**Overview of the RFP**

Elements of a Successful Application

Q & A

# Goals of the RFP

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- To develop **Build**, **Expand**, and **Enhance** Career Connected Learning programs statewide.
- **Build** means to develop a new program.
  - The RFP proposal describes the intended program design as well as the employers and educators who will support the project. Grant funds can be used as **start-up** funds to develop curriculum, formalize commitments, embed equity supports, and ultimately get the program ready to serve students.
- **Expand** means to increase the number of students served in an existing program.
  - The RFP proposal includes a description of the current program and its partners as well as the steps necessary to make the program available to more students. Grant funds can be used to **scale-up** the program by adding new employers, establishing the program in new counties or regions, adapting curriculum to related skills and occupations, and increasing the program's overall footprint.
- **Enhance** means to improve the design and delivery of a program.
  - The RFP proposal includes a description of the current program and its partners as well as the steps necessary to: 1) **upgrade** the program, for example from Career Prep to Career Launch; **and/or** 2) **improve equity** to better serve students furthest from opportunity. Grant funds can be used to augment curriculum, develop paid internships with employers (in the case of upgrading from Career Prep to Career Launch), and improve program design to promote better access and outcomes for students furthest from opportunity.
- Funding (Federal WIOA Statewide Activities) available is approximately \$4,000,000.
- Target award amount for each contract is \$150,000 - \$175,000 and awards will not exceed \$250,000.
- Period of performance will cover from August 1, 2023, until January 31, 2025 (estimated).
- Contract periods and funding levels may be extended depending on initial contract performance and the availability of additional funds.

## Schedule of Activities:

Issue Request for Proposal Via WEBS (Washington's Electronic Business Solution)	April 14, 2023
Bidders Conference	Right now!
<b>Bidders Submit Questions To RFP Coordinator</b>	<b>By 5:00 p.m. PST May 16<sup>th</sup>, 2023</b>
ESD Responses To Bidder Questions Via WEBS	May 19 <sup>th</sup> , 2023
<b>Notice of Intent to Bid</b>	<b>May 22<sup>nd</sup>, 2023</b>
<b>Bidder Proposals Due</b>	<b>By 5:00 p.m. PST June 14<sup>th</sup>, 2023</b>
Conduct bid evaluations	June 19 <sup>th</sup> – 30 <sup>th</sup> 2023 (estimated)
Announce Apparent Successful Bidders Via WEBS	July 19 <sup>th</sup> , 2023 (estimated)
Projected Contract Work Begins	On or after August 1, 2023

## Expected Deliverables

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- Create descriptions of resources, supports, or other processes to recruit and support individuals from underserved backgrounds.
- Develop procedures for handling complaints(s) from program students.
- Develop tool(s) for recording and maintaining student data.
- Establish letters of commitment from local community-based organization(s) (CBO), agencies, or group partners able to provide direct services to individuals in need.
- Identify barriers to program access, participation, and completion experienced by students and design plan(s) to reduce and eliminate those barriers through local partnerships.
- Establish sustainability plan addressing how program will be supported financially past the period of performance.
- Will submit program endorsement application to Washington State Board of Community and Technical colleges by end of performance period if developing a [Career Launch](#) program.
- Will enter program information and details into the [Career Connect Directory](#) once program is completed if developing a Career Explore or Career Prep program.
- Create program student slots that combine academic instruction and paid/unpaid on-the-job experiences.
- Establish industry partners providing on-the-job supervised paid/unpaid work experiences.
- Establish education partner providing aligned classroom learning to academic and employer standards.
- Engage in the statewide effort to develop career pathways and collaborate with our Career Connect Washington Coalition.
- Engage in the Career Connect Washington system and activities.

# Bidder Qualifications

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To be eligible for consideration, a Bidder must be licensed, or able and willing to obtain a license, to do business in the State of Washington. Bidder must also substantially meet the Qualifications noted below.

Prior to any award, Bidder may be required to verify in writing, or through oral presentation, how it meets each the following standards:

- Knowledge of the Career Connect Washington framework, including the definitions and requirements of Career Explore, Prep, and Launch.
- Demonstrated understanding of current state of workforce challenges and opportunities within the region.
- Capability to leverage established connections with employers and education partners to conduct program builder activities and accomplish objectives and deliverables.
- Ability to scale program (e.g., articulation, degree pathways, partnership involving multiple education institutions and employers)
- Commitment to equity, including proactively recruiting and supporting low-income students, students of color, and students with disabilities.
- Ability to work within CCW system, including CCW Regional Networks, Career Connected Learning coordinators, and statewide team.
- Commitment to sharing best practices with other program builders across the state.
- **Program Builder must develop program in Washington State and serve Washington State Students.**

# Bid Proposals | Mandatory Content | Scored Content

- **Section 2 (Bid Proposals – Mandatory Content)** – Identifies and explains the content that **MUST** be include in each Bidder’s Proposal.
- ESD placed each mandatory requirement in an Appendix.
- If a request for information is contained within an Appendix, then it **MUST** be included as part of the Bidder’s Proposal.

Evaluation Criteria / Required Material	Maximum Possible Point Total				
<b>Appendix A</b> – Notice of Intent to Bid	Administrative Review				
<b>Appendix B</b> - Bidder Profile & Information	Administrative Review				
<b>Appendix C</b> - Program Builder Proposal - Career Launch (Type 1) - Career Prep (Type 2) - Career Explore (Type 3)	<table border="1"> <tr> <td data-bbox="1133 803 1890 878">Program Design – 40 Points</td> <td data-bbox="1890 803 2071 878" rowspan="3">75 Points</td> </tr> <tr> <td data-bbox="1133 878 1890 968">Partnership – 20 Points</td> </tr> <tr> <td data-bbox="1133 968 1890 1049">Track Record of Success – 15 Points</td> </tr> </table>	Program Design – 40 Points	75 Points	Partnership – 20 Points	Track Record of Success – 15 Points
Program Design – 40 Points	75 Points				
Partnership – 20 Points					
Track Record of Success – 15 Points					
<b>Appendix D</b> – Budget Proposal	10 Points				
<b>Appendix E</b> – Letters of Support	10 Points				
<b>Appendix F</b> - Executive Order 18-03	5 Possible Extra Points				
<b>Total Possible Points: 100</b>					

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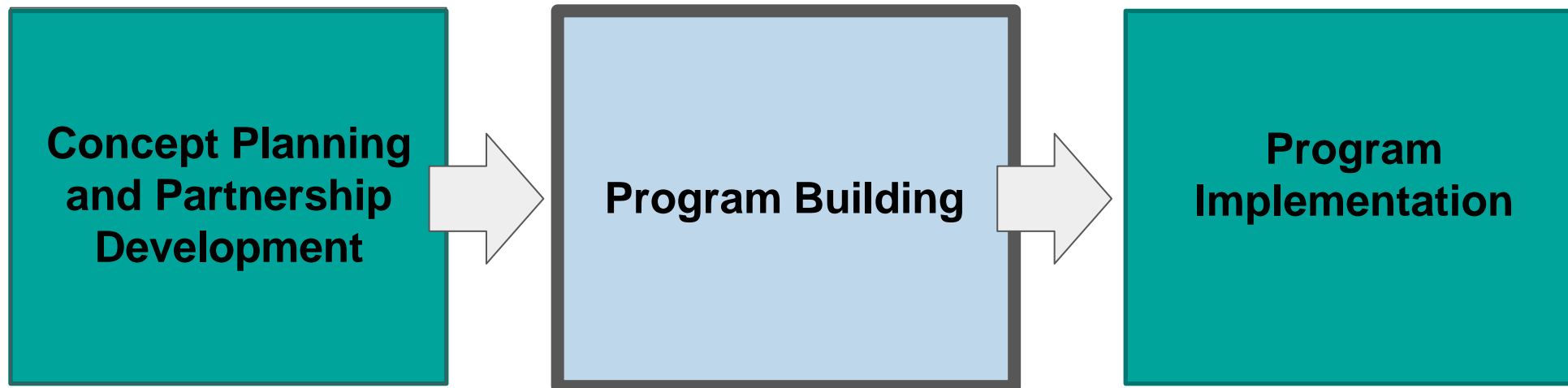
**Elements of a Successful Application**

Q & A

# Funding Purpose: Program Building

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## Phases of Program Development





# P.E.A.R. Framework from WA State Office of Equity

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ESD operates with a [pro-equity, anti-racist \(PEAR\) framework](#). As directed through an executive order, and under the direction of the [Washington State Office of Equity](#), all state agencies will develop PEAR action plans to help achieve the PEAR vision that:

“Everyone in Washington has full access to the opportunities, power and resources they need to flourish and achieve their full potential.”

To this end, ESD is undergoing a critical reflection on how all of our programs, processes, and communications align with the PEAR framework and contribute to the vision of flourishing for all. Bidders in competitive procurements can expect to see revisions in this and upcoming competitive procurement processes as ESD undergoes this evolution.

Equity goals and deliverables are woven and integrated throughout this RFP. Equity is not relegated to a specific section or limited to equity statements. Successful RFP applicants must demonstrate concrete commitments and actions to diversifying apprenticeship representation and co-creating pathways to the middle class with communities furthest from opportunity.

# Appendix C - New Section 1: Executive Program Summary (Not Scored)

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## New Program

- What is the name of the program?
- Which County(s) do you plan to target and why? Please include land acknowledgements of ancestral land ownership.
- What are the specific industry careers you are targeting for the proposed program?
- What is the target number of program slots by end of the program development period?
- What is the target number of employers anticipated to host participants by end of the program development period?
- Have you previously received other Career Connect Washington (CCW) funding?

## Expanding an Existing Program (Capacity, Careers and/or additional regions of the state)

- Provide CLER ID and approval letter (Appendix C for Career Launch)
- Provide Career Connect Directory Link (Appendix C for Career Prep and Explore)
- What existing counties are being served? Please include land acknowledgements of ancestral land ownership.
- What new counties will be served? Please include land acknowledgements of ancestral land ownership.
- What are the current industry careers offered by current program?
- What are the new industry careers proposed for expansion?
- Number of current participants per county?
- Expected number of new participant slots to be created?
- Name, location, and number of current employer program host(s)?
- Name, location, and number of new employer program host(s)?
- Have you previously received other Career Connect Washington (CCW) funding?
- Do you or your listed partners currently receive other public funds – or have you received public funds in the last twenty-four (24) months – to assist with the development of this program?

## Enhancing an Existing Program (to meet CCL Experiences)

- All highlighted questions above apply to this section

\*\*\* New section is intended to establish the baseline information/data for the proposed program \*\*\*

# Elements of a Successful Application

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## Program Design:

- Concise description of the program you are seeking to build, expand, or enhance – including demonstration of understanding of how the program aligns with the CCW framework (e.g. need to demonstrate how the Career Connected Learning definitions apply to ALL the elements of the proposed program)
- Clear purpose and outcomes for the planning phase (e.g. pre-endorsement for Career Connected Learning program)
- Clear outcome metrics with timelines (e.g. number of students to be enrolled by when)
- Demonstrate appropriate scope (tasks can be accomplished during contract's performance period of approximately 18 months and within the proposed budget)
- Applications for program expansion should be to expand to new industries, geographic areas of the state, and / or with a *significant* increase in student enrollment
- Demonstrate engagement and awareness of proposed program with partners and stakeholder in the proposed region.
- Provide a clear description of the participant experience (e.g. **Who** is providing the instruction , **What** will be instructed for how long , **When** will the instruction take place, **Where** will the instruction take place)
- If program is being proposed to be developed in multiple counties, please provide detail on **How** program will cover a large geographical area. (e.g. Industry and educational partner will be gained in each county)

## Partnerships:

- Partner roles are clearly defined
- Diversity of partners represented including business, labor, regional networks, education organizations, etc. (specific stakeholder groups represented will vary by application)
- Strongly encourage description of how you will incorporate Regional Networks, Career Connected Learning Coordinators, Local Workforce Boards into the development of the proposed program.
- Partners can contribute a variety of services to the development of a program, please provide this detail (e.g. Space, Staff, and/or Expertise)

# Elements of a Successful Application

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## **Track Record of Success:**

- Demonstration of success development of program in other states (if applicable)
- Success in other funded related projects
- Can demonstrate consistent growth and results
- Previously success in registration, endorsement, recognition of another program
- Experience delivering impactful programming to high-need communities

## **Budget:**

- Detailed description for each budget line item
- When using subcontractors, should include details on scope of work and deliverables (e.g. How many subcontracts, dollar amounts, exact service being provided)
- Funding request should be no higher than \$250,000
- Equipment and Supplies being requested for funding must be used and benefit all students of the program.
- Technology software cost must be shared with other organization programs. (subscriptions do not qualify for funding)
- Career Connect Washington has developed multiple tools and resources for the utilization of its partners, please do not request funding for activities that already exist (e.g. Marketing toolkit and Program Directory)
- Travel expenses should be necessary, reasonable, allocable, and allowable.
- Align budget categories and funding amounts to program proposal, program status (new, expanding, enhancing) and partnerships.

## **Letters of Support:**

- Customized letters of support that demonstrate the partner's understanding of their role in the program (i.e. general letters commenting on the past performance of the applicant do not qualify as a letter of support for the program proposed)
- Diverse set of partnerships required for the fundamental success of the proposed program
- Provide co-signed letters specific to the type of contributions being provided by partners in the development of the program

# Evaluations

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- ESD, at its sole discretion after the above evaluated materials have been scored, may request Bidders to submit written responses to additional questions requested by the evaluation team. Bidders will be required to answer the additional questions about their proposed systems as stated in their RFP proposal. Questions will be emailed directly to the individual identified in Appendix B – Bidders Profile
- During the evaluation period, ESD may bring in one or more subject matter experts to help evaluators understand Proposals. These subject matter experts will not score Proposals.
- Each evaluator will independently grade and score the Bidder's material based on their own independent judgment. Evaluators will only evaluate the material contained in the respective Appendix and will not incorporate outside material into their determinations. Each evaluator has sole discretion over their final scores. **Bidders should take every precaution to assure that all answers are clear, complete, and directly responsive to each specific requirement.**
- ESD will employ a uniform scoring system to be used by all evaluators on a scale of zero (low) to ten (high). Each prompt in **Appendix C, D and E** will be scored for merit. Each evaluator's score will then be added together and weighted to determine the total applied score. The Apparent Successful Bidders will be the Bidders with the highest total applied score.
- After all initial scores are completed, the evaluators may caucus together to discuss the entire evaluation process, but this step is for clarification purposes and is not to align evaluation scores. Each evaluator has sole discretion over their final scores. Any change in evaluator scores after this caucus is based solely on the independent judgment of the evaluator, based on clarifying information that evaluator received.

## Other considerations

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- Bidders must provide their Bid Submission (Proposal) via email as follows:
  - > Email Address: [Esdgpbids@esd.wa.gov](mailto:Esdgpbids@esd.wa.gov)
  - > Subject line: **RFP #2023-04 – Bid Submission – [Bidders Name]**
- Submissions of the Bidder's Proposal must be received by the date and time noted in the current Procurement Schedule.
- Bidders must submit electronic copies of their proposals in Microsoft Office software or as a PDF.
- Bidders email submission must be all-inclusive and contain all required material in that email transmission.
- It is required that each Bidder submit the respective Appendixes (A-F) as separate independent files, all attached as one email.
- Please do not zip your files
- Please review all the requirements. Failure to properly fill out all the required forms – such as Wage Theft Prevention form, Certifications and Assurances, and Executive Order 18-03 Preference – will result in disqualification.
- If you're not selected as an Apparent Successful Bidder (ASB), do contact ESD for a debrief within 3 business days of the announcement of the ASBs.
- Apparent Successful Bidders will be announced via WEBS (List of winning proposals will be uploaded as an amendment document) and via [careerconnectwa.org](http://careerconnectwa.org) e-mail list. Please check your Junk folder for bounce-back notification (may happen if message is above 30MB in size)

# Agenda

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CCW overview

Overview of the RFP

Elements of a Successful Application

**Q & A**

# Questions?

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Please direct all questions by 11/22 to:

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