

Economic Growth Region 2

Request for Proposals

One-Stop Operator

**Workforce Innovation and Opportunity Act (WIOA)
Services and WorkOne-AJC Oversight in Northern
Indiana Supporting the Work of the Northern
Indiana Workforce Board (NIWB, Inc.) and the
Region 2 WIOA Partners Consortium**

RFP Issue Date: July 9, 2018
Period of Public Comment Ends: July 20, 2018
Proposal Due Date: August 17, 2018

*Serving the following Northern Indiana counties: Elkhart, Fulton, Kosciusko,
Marshall, and St. Joseph*

Northern Indiana Workforce Board, Inc.
851 Marietta Street
South Bend, IN 46601

Questions: Barbara White – bwhite@gotoworkone.com

Section I: Background and General RFP Information

The Northern Indiana Workforce Board, Inc. (NIWB) is seeking a One-Stop Operator for Economic Growth Region 2 (EGR-2). The Board is issuing this Request for Proposals (RFP) to procure a One-Stop Operator who will provide guidance and strategic direction, ensuring service delivery provided in the WorkOne-AJC – America’s Job Centers (AJC’s) in the region is based on sector partnerships and career pathways as laid out in the Workforce Innovation and Opportunity Act (WIOA) of 2014, removing the employer-identified skills gaps to meet the hiring needs of local employers.

- A. The interested individual or organization will provide workforce knowledge and keen policy interpretation and guidance to NIWB Center Managers, DWD staff serving as subject matter experts, and Youth Provider Management overseeing WIOA service delivery in the WorkOne-AJC. This individual is responsible for EGR -2 WIOA performance and coordination of services and referrals offered by all EGR-2 WIOA Partners Consortium programs. The system is built on mutual respect and dignity, focusing on performance, creating a fun atmosphere where all voices are heard and all staff members are able to contribute ideas and thoughts freely without fear. The system is one which is built on integrity – always telling the truth, even in difficult situations. The system is data-driven, but not to the loss of excellent customer service and a strong focus on job seekers and their basic human needs. Bidders should note that the following are fundamental principles of the EGR-2 WorkOne-AJC system:

- **Integrated Service Delivery** The Region 2 WorkOne-AJC system delivers workforce development services through an integrated service delivery model. Included in this integration model are staff members who deliver state funded services through Wagner-Peyser, Trade Adjustment Assistance (TAA), Veterans Services, and Re-Employment Services. Also, in this integrated service model are staff who are provided to the NIWB through a vendor’s contract. These staff members provide WIOA services. The purpose of this RFP is to identify an interested individual or organization that can provide service delivery support through Workforce Innovation and Opportunity Act (WIOA) funding in the context of this integrated environment, ensuring that performance measures are being met with high levels of customer satisfaction. The Northern Indiana Workforce Board views this as one position.
- **Functional Supervision** In the Region 2 integrated model, functional supervision plays a key role within WorkOne-AJC operations. To implement this supervisory approach, the NIWB employs Functional Supervisors who are directly responsible for day-to-day operational activities, and Programmatic Supervisors who provide oversight of staff based on programs run in the five WorkOne-AJC’s in the region. These supervisors’ counterparts, make daily decisions concerning customer flow and deployment of staff as necessary to manage the customer needs, making them responsible for the overall quality and effectiveness of daily WorkOne-AJC services. The Region 2 functional supervision model recognizes that service provider organizations have internal human

resource functions that must be managed within their organization. Such functions would include final hiring and firing decisions, benefits administration, and time/attendance reporting. However, it should be noted, that even in these critical human resource areas, the Functional and Programmatic Supervisors have input and the opportunity to influence these decisions. Through another RFP, the goal is to identify a vendor who can provide staffing to ensure that WorkOne-AJC operations function as desired. The supervisors co-manage the offices, programs, eligibility determinations, and audits of all work entered into the state-owned managed information system. In this model, the One-Stop Operator evaluates and makes recommendations on the work of the supervisors, the customer flow and its direct correlation to the employer intelligence as received from the Business Consultants, performance information from the Data Validation/MIS Compliance team, and programmatic understanding from the Region 2 WIOA Partners Consortium. The One-Stop Operator facilitates the growth of the EGR-2 WorkOne-AJC staff and Center Managers by continually leading, educating, and building up the work in a team-based environment.

- **Team-Based Staff Deployment** - In the Region 2 integrated service delivery model, staff members are deployed in functional teams that work together to meet the needs of job seekers and employers. The specific functional teams that operate in each Northern Indiana WorkOne-AJC Center include the Employment Services Team, the Skills Development Team, the Job Placement Team, and the Business Services Representatives. As part of regional WorkOne-AJC operations, there will also be a Workshop Team to deliver in-house training and training within businesses who have requested these activities across the five counties of the region. The One-Stop Operator reviews the activities of the teams and guide their work to meet data-driven performance and customer satisfaction.
 - As the **Region 2 WIOA Partners Consortium** continues to develop, many services offered within the region will be completely integrated with region-based goals and measures, thus creating a true demand driven workforce system. The One-Stop Operator serves in the Partners Consortium much the same as other members of the consortium, e.g., Career Tech Ed programs, Adult Ed programs, post-secondary institutions, Vocational Rehabilitation, FSSA, IMPACT, SNAP, and TANF programs. Other members are being added as the Consortium continues to grow. Employers are being brought in to guide and direct the training offerings in the region. This will engage employers, align training within the region, and advance the economic opportunities for jobseekers and employers in Region 2. It should be noted that the One-Stop Operator does not oversee the Consortium.
- B. As the WIOA integration model is fully implemented, yet continues to grow in Region 2 WorkOne-AJCs, the role of the One-Stop Operator and their scope of work will continue to evolve. This evolution is driven in part by the delayed release of the Federal Regulations (June 30, 2016) for the new Workforce Innovation and Opportunity Act (WIOA) and state policy development based on

these regulations. The interpretation of these Regulations remains without direct guidance of the Department of Labor (DOL), the Department of Education (DOE), and the Health and Human Services agency. It is clear in WIOA that the law requires workforce development boards to operate and manage the WorkOne-AJC system, developing a seamless workforce system across agencies and partnerships. The One-Stop Operator must review and provide guidance on the agility and flexibility to meet the changing workforce needs in Region 2 under changing interpretations of the Federal Regulations.

- C. The NIWB contracts with a Youth Service Provider to operate high-quality WIOA Youth and Jobs for America's Graduates (JAG) programs, serving Youth 16-24 years old. These programs focus on the hardest to serve populations. Key areas of focus for the Youth Team are Drop-out Prevention and Drop-Out Recovery. The Youth field staff members are contracted through the NIWB with individuals holding leadership positions for principle areas of the Youth programs. The Regional Youth Plan, development of programs and resolution of issues with programs is handled by the NIWB Vice President of Operations. The individuals holding leadership positions for the Youth programs work with the One-Stop Operator to ensure compliance to the Youth Plan and all WIOA performance measures.
- D. Region 2 consists of Elkhart, Fulton, Kosciusko, Marshall, and St. Joseph counties. There are full service, comprehensive WorkOne-AJC Centers in Elkhart and St. Joseph counties. In Fulton, Kosciusko, and Marshall Counties, the offices are referred to as "Affiliate office", even though all workforce services are offered in each office. The interested individual or organization should understand that the NIWB is looking for a One-Stop Operator that can move throughout these five counties providing support, monitoring of process and flow, set accountability standards, and ensure compliance.
- E. The NIWB is committed to aligning WorkOne-AJC operations and activities with the high wage, high demand occupations and industries in Region 2. This will ensure that WorkOne-AJC jobseekers are developing the skill sets required by employers and that they are being prepared for jobs projected through sector strategies and partnerships within the region. The regional Career Pathways efforts have identified a number of high growth occupations that are to be targeted:

Manufacturing, Industrial, and Commercial Occupations

CAD Drafters and Designers
CNC Mill and Machine Operators
Die Setters
Heating and Air Technicians
Machine Operators
Quality Assurance Technicians

Welders
Computer Repair and Installation
Electronic Technicians
Industrial Maintenance and Repair
Over the Road/Route Truck Drivers
Tool and Die Makers/Mold Makers
Engineers-all disciplines

Health Care Occupations

Dental Hygienists and Technicians
Medical Assistant
Pharmacy Technicians
Radiology Technicians
Respiratory Therapists

Emergency Medical Technicians
Medical Lab Technicians
Phlebotomists
Registered Nurses
Physical Therapists

Business and Other Occupations

Accountants and Auditors
Computer Support Specialists
Data/Systems Managers
Graphic Designers
Law Enforcement/Safety/Security
Paralegal/Legal Assistants

Computer Programmers/Analysts
Culinary/Food Preparation Services
Childhood Development Specialists
Human Resource Specialists
Network Administrators
Web Designers

Responsibilities of the One-Stop Operator:

The NIWB is seeking proposals from an individual or organization that understands the relationship between workforce and economic development in the changing climate of the Department of Labor and Department of Education merger, who can assist the Leadership Team in aligning Region 2 WorkOne-AJC operations with our targeted occupations. This will need to include members of the secondary, post-secondary, and independent certification-based training providers to develop a truly seamless workforce system. The members of the Business Services Team report to the NIWB Business Consultant and the Employment Services Subject Matter Expert to do the strategic work as developed by the NIWB Leadership Team. There would be no direct management from the One-Stop Operator of the Business Consultants.

- F. The NIWB is seeking an interested individual or organization that demonstrates the six critical characteristics listed below:
- Competent and cooperative work with a vision for proper staffing, flow, and the provision of support to continue to build the integrated, seamless Northern Indiana WorkOne-AJC workforce development system between education, workforce, and community partners

- A commitment and ability to ensure customer service to serve thousands of Region 2 jobseekers in the development of process and flow amid a changing job market
- An understanding of employer needs, skills gaps, sector strategies, and career pathways and the ability to develop and facilitate training opportunities as they arise
- A willingness to integrate resources and activities with other organizations, especially members of the Region 2 WIOA Partners Consortium
- Assisting with preparation and planning for flexibility in deploying human resources and an ability to adapt to change as economic conditions and operational needs evolve
- Have field staff managed by NIWB and the functional management structure
- Assist in developing strategic reports and promotional materials informing the communities and partners of needs in the workforce and directing the focus towards the emerging economy

G. The NIWB seeks proposals from individuals or organizations that are innovative and performance based. The resulting contract with the successful bidder will be for a two year period which may begin any time after contract negotiations are completed. Based on performance, the NIWB may elect to renew the contract for up to two additional years.

H. This Request for Proposals is not in itself an offer of work nor does it commit the NIWB to fund any proposals submitted. The NIWB is not liable for any costs incurred in the preparation or research of proposals. The NIWB reserves the right to make an award to any bidder or to make no awards, if that is deemed to serve the best interests of Region 2. In addition, the NIWB reserves the right to:

- Amend or withdraw this RFP at any time;
- Reject any and all proposals; and/or
- Re-issue this RFP
- Successful bidders must negotiate the proposal before the NIWB will make any final commitment.
- All commitments made by the NIWB are contingent upon the availability of funds.

H. Bidding organizations should note that under the requirements of the Freedom of Information Act (FOIA), the contents of your proposal or other information submitted to the NIWB is subject to public release upon request, except those items specifically exempt from disclosure. The bidder shall mark as "proprietary" those parts of its proposal that it deems proprietary. However, the bidder is alerted that this

marking is advisory only and not binding on the NIWB. If there is a request from the public under FOIA to inspect any part of the proposal so marked, the NIWB will advise the bidder and request further justification in support of the "proprietary" marking. If the NIWB determines, after receipt of the justification, that the material is releasable, the bidder will be notified immediately. Under no circumstances will a proposal or any part of a proposal be released prior to the contract award decision.

- I. The specifications in this RFP may change based on issuance of State or Federal policy or WIOA regulations. By submitting a proposal, the bidder agrees to work cooperatively with the NIWB to comply with subsequent changes.
- J. The successful bidder will be required to maintain a local management office or be available quickly within Region 2 to work with the NIWB in resolving functional supervision issues and any other staffing or personnel issues as required. The successful bidder will also need to identify a single point of contact who will work with the NIWB on all such issues. The funding for the One-Stop Operator is for one person.
- K. To ensure a fair and open process for all interested bidders, the following time table will be used with this RFP process:

RFP Issued and Open for Public Comment	July 9, 2018
Questions & Answers Deadline	July 20, 2018
End of Period of Public Comment	July 20, 2018
Proposals Due	August 17, 2018
Proposal Review Completed	September 7, 2018
Regional Workforce Board Approval	September 14, 2018
Contract Negotiations Completed	September 21, 2018
Contractor Begins Delivering Services	October 1, 2018

The NIWB may require selected bidders to attend oral interviews, participate in negotiations, and rewrite their statements of work as agreed upon during the negotiations.

Section II: Proposal Requirements

- A. Proposals must be received electronically by noon EST, August 17, 2018 via email to Barbara White (bwhite@gotoworkone.com). Proposals received after that time and date will be rejected.
- B. To be complete, your proposal must include:
- Attachments completed with requested information and executed properly.
 - One copy of the proposal electronically with signatures
 - An electronic copy of the proposal must also be submitted via email and sent to the attention of Jeff Balogh, CFO, at jbalogh@gotoworkone.com
 - All pages must be numbered
 - Proposal is limited to 15 single sided pages
 - Proposals that fail to follow instructions and do not include all applicable information and forms may not be considered.
- C. Attachment A - Non-Collusion Affidavit must be signed and submitted.
- D. Attachment B - Assurances and Certifications must be signed and submitted.
- E. Your response to the narrative section of the proposal is limited to no more than 15 pages. This page limitation is imposed for the sake of the reviewers of your proposal. This limitation does not include other sections of your proposal such as Attachments A and B, your audit or annual financial reports, and other attachments such as resumes and organizational charts.
- F. Questions regarding this RFP may be submitted in writing to Barbara White via email to bwhite@gotoworkone.com. Questions will be addressed until July 20, 2018.
- G. Bidders have the right to appeal any action or decision related to this RFP. Appeals must be submitted to the Northern Indiana Workforce Board, Inc. and will be reviewed and investigated by the Board. The decision of the Workforce Board in such situations shall be final. Bidders wishing to make a formal appeal should do so in writing to:

Todd Bruce
Northern Indiana Workforce Board Chair
851 Marietta Street
South Bend, IN 46601

- I. Use this as a checklist to ensure that you have included all items required in this RFP. Failure to include all required information could result in rejection of your proposal.

Cover Letter with original signatures
Proposal Statement of Work
Proposed Budget Plan
Attachment A (Non-Collusion Affidavit) with original signatures
Attachment B (Assurances and Certifications) with original signatures
Organizational chart including management structure
Resume for proposed single point of contact
Copy of personnel policies or handbook
Copy of most recent audit report or year-end financial statement

Unless specifically requested by the NIWB, changes and/or amendments to the originally submitted proposal will not be considered. In addition, the NIWB reserves the right to:

- Amend or withdraw this RFP at any time;
- Reject any and all proposals; and/or
- Re-issue this RFP if necessary.

Section III: Proposal Statement of Work

Interested organizations should adhere to the following outline in responding to this RFP. This will make your proposal more reviewable and will allow reviewers of your proposal to make more informed decisions.

A. Experience of bidding organization (20% of overall rating)

The following questions will provide your organization with the opportunity to highlight and review your experiences, strengths, and overall state of readiness to staff Region 2 WorkOne-AJC Centers and ensure the delivery of workforce services to job seeker and business jobseekers.

1. Provide an overall description of your organization. What is your organization's mission and vision, governance structure, and legal status? Please include an organizational chart for your management structure that highlights key management personnel and their proposed roles with this project. **(5% of overall rating)**
2. Describe your organization's experience in providing staff and/or oversight to another organization to achieve a specific business purpose. Be specific in your description by detailing the services that were provided as well as the specific services that your assigned staff delivered. Also, please highlight any significant business results or benefits that were achieved from the deployment of your staff to deliver the requested services. **(10% of overall rating)**
3. Please identify your single point of contact for the position of One-Stop Operator for the Region 2 WorkOne-AJC system. If this person is already identified, what experience does this individual have that makes them the best candidate for this position? Please provide a resume or job description of your proposed One-Stop Operator candidate to highlight the skills they will bring to this role. **(5% of overall rating)**
4. Be prepared to provide three references and contact information for individuals outside your organization that are familiar with the quality of services the One-Stop Operator candidate is capable of providing. Letters of support are not required and will not be considered in the overall evaluation of bidding organizations

B. One-Stop Operator for an Integrated WorkOne-AJC System (40% of overall rating)

The foundation of the Region 2 integrated service delivery model is the assignment of staff to one of five functional teams. The following questions will provide your organization with the opportunity to demonstrate how your candidate will manage and support these teams so that they can deliver high quality workforce services.

1. Describe in specific terms how your One-Stop Operator candidate would support the following WorkOne-AJC teams. **(15% of overall rating)**
 - The Skills Team – the Skills Team works with job seeker jobseekers on a variety of skill development issues including basic skills, technology skills, soft skills, occupational specific skills, and others.
 - The Employment Team – the Employment Team works with job seeker jobseekers on a variety of job finding activities, including resume development, interview preparation, job referrals, and others.
 - The Business Services Team – the Business Services Team works with employer jobseekers to develop applicant recruitment and assessment plans, customized training activities, on-the-job training programs, and others.
 - The Workshop Team – the Workshop Team develops, schedules, and delivers a wide range of in-house skill development and job finding workshops.
2. Describe the specific work your One-Stop Operator candidate will perform to ensure that performance is being met and staff members are being held accountable. What specific assessments, activities, training, and reviews are involved in this process? What are the key areas of focus? How will performance be reported to the Board? How will the One-Stop Operator report areas of concern and plans to correct? **(10% of overall rating)**
3. Describe how your organization will interact with the Business Consultants, VP of Operations, and Director of Youth Services and Compliance, while working with the Center Managers and DWD Local Office Managers in their roles as functional supervisors of staff. How will the One-Stop Operator effectively work in this environment to create efficiencies and good customer service? **(10% of overall rating)**
4. In the Region 2 integrated service delivery model, there is an expectation that job seeking and business jobseekers accessing services in the more rural locations of the region will be able to access the same high quality services as jobseekers in larger cities and counties. Describe your Regional Operator's ability to provide direct supervision and support in the more rural locations of Region 2. **(5% of overall rating)**

C. Financial Management and Budget (40% of overall rating)

The bidder should provide information on budgets as follows:

1. Bidders must maintain a financial management system that is auditable and in compliance with generally accepted accounting principles. Financial records must be available for audit and monitoring purposes. Bidders should provide a brief description of the financial accountability of the organization in this section. Bidders should also provide one copy of their most recent independent annual audit or, if your organization is not formally audited, your most recent independent year-end financial report. **(7% of overall rating)**

2. Has your organization had any financial or compliance findings in the last three years? If so, describe what issues were identified and provide a detailed description of how these issues were resolved. If your organization has operated a WIA or WIOA Program before, please include as attachments the past two years of monitoring reports. **(5% of overall rating)**

3. As noted earlier in this RFP, the NIWB is requesting an individual provide services as the Regional Operator. Please detail your organization's budget to support this individual using the following budget categories **(28% of overall rating)**:
 - Salary
 - Benefits:
 - Healthcare
 - 401k
 - Health Savings Account
 - Other benefits
 - Management or organizational fees charged by the bidding organization
 - Any other costs to be charged by the bidding organization

Please include a brief narrative statement for each of these four categories that describes the specific items included in these budget categories. For example, within the benefits category, briefly describe the benefits that will be available to staff working in your organization.

In addition, please complete a formal budget plan using the Excel format provided by the NIWB. Instructions for completing a Budget Plan are located in the first tab of the file. Questions regarding this budget plan may be submitted in writing to Barbara White via email to bwhite@gotoworkone.com Budget questions will be addressed until July 20, 2018.

It should be noted that all electronic data and paper files remain the property of NIWB and must be stored within the Region 2 office or Region 2 equipment where service is provided, or as directed by NIWB.

ATTACHMENT A

Non-Collusion Affidavit

State of Indiana

County of _____

The respondent is hereby giving oath that it has not, in any way, directly or indirectly, entered into any arrangement or agreement with any other respondent or with any officer or employee of the Northern Indiana Workforce Board whereby it has paid or will pay to such other respondent or officer or employee any sum of money or anything of real value whatever; and has not, directly or indirectly, entered into any arrangement or agreement with any other respondent or respondents which tends to or does lessen or destroy free competition in the letting of the agreement sought for by the attached response; that no inducement of any form or character other than which appears on the face of the response will be suggested, offered, paid, or delivered to any person whomsoever to influence the acceptance of the said response or awarding of the agreement, nor has this respondent any agreement or understanding of any kind whatsoever, with any person whomsoever, to pay, deliver to, or share with any other person in any way or manner any of the proceeds of the agreement sought by this response.

Signature of Authorized Representative

Print or Type Name

Title

Date

ATTACHMENT B

Assurances and Certifications

The respondent assures and certifies to each of the following items:

1. The bidding organization agrees to comply with all applicable State and Federal laws and regulations governing the Workforce Innovation and Opportunity Act, the Northern Indiana Workforce Board (NIWB), and any other applicable laws and regulations.
2. The bidding organization has not been debarred or suspended or otherwise excluded from or ineligible for participation in federally funded programs.
3. The bidding organization possesses legal authority to offer the attached proposal.
4. A drug free workplace will be maintained in accordance with State of Indiana requirements.
5. By submitting a proposal the bidder certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the plan of work if NIWB awards a contract. A conflict of interest would arise if any individual involved in the preparation of this RFP, proposal review and rating or award decisions has a financial or other interest in or represents the bidding organization and would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. NIWB reserves the right to disqualify a bid should a conflict of interest be discovered during the solicitation process.
6. The bidding organization assures that if awarded a contract by NIWB, it will comply with Regional, State and Federal program and financial monitoring requirements. This means the bidder will make available required information (both program and financial) as is required to satisfy local, state, and federal monitoring expectations.
7. The bidding organization assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act of 2014; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; The Age

Discrimination Act of 1975, as amended; and Title IX of the Education Amendments of 1972, as amended. The bidding organization also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the WIOA Title I financially assisted program or activity, and to all agreements that NIWB makes to carry out the WIOA Title I financially assisted program or activity. This WIOA Title I funded program is an equal opportunity employer/program. Auxiliary aids and services will be made available upon request for individuals with disabilities. By submitting a bid all bidders are providing an assurance that they will comply with the above nondiscrimination and equal opportunity provisions.

Signature of Authorized Representative

Print or Type Name

Title

Date