



**Management of Workforce Innovation and
Opportunity Act Adult, Dislocated Worker, and
Youth Services**

RFP No 2025-01

**Services to be Delivered
July 1, 2025 – June 30, 2028
1 year extension based upon performance**

Estimated RFP Timeline of Events:

RFP Issue Date	March 25, 2025
Bidder's Conference	March 28, 2025, 1:30 PM EST
Questions Due	April 1, 2025
Letter of Intent to Bid Deadline	April 4, 2025, by 1:00 PM EST
Responses to Questions Posted	April 4, 2025
Proposals Due	April 17, 2025, by 1:00 PM EST
Interviews	May 1 & 2, 2025
Board Recommendation	May 8, 2025
Estimated Contract Start Date	July 1, 2025

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Background and General Information

Northern Indiana Workforce Board (NIWB) appreciates your interest in providing services to Indiana's **Economic Region 2 (EGR2)**. The Request for Proposal (RFP) incorporates the information necessary for eligible offerors to submit a responsive proposal. Throughout this document you will note [blue, underlined](#) text which represents links to supporting documentation and/or referenced information that will increase the potential for a successful proposal. To facilitate the development of proposals, potential offerors will have the opportunity to attend a bidder's conference to ask questions regarding the RFP and its process. Additional questions can be asked during the predetermined question and answer period addressed in the schedule.

NIWB is a 501(c) (3) organization serving EGR2 and as such is responsible for the administration and oversight of employment and training services within the Region. EGR 2 is in Northern Indiana and consists of St. Joseph, Elkhart, Kosciusko, Marshall, and Fulton counties. The website may be visited at www.gotoworkone.com. The EGR2 encompasses both urban and rural areas with the largest workforce areas centered in South Bend and Elkhart. Cities within EGR2 are South Bend (population 103,084), Elkhart (population 53,785), Mishawaka (population 50,899), Goshen (population 34,704), Warsaw (population 16,097), Plymouth (population 10,989), Nappanee (population 6,949), Rochester (population 6,211), Winona Lake (population 5,099), and Bremen (population 4,694) for a total regional population of 626,299.

EGR2 operates an integrated service delivery model, whereby all business, adult, dislocated worker, and youth services are delivered by teams that are comprised of individuals from a variety of funding streams and organizations. This integrated service strategy has been set by the NIWB as outlined in its Local Plan and executed by the Leadership Team. Continuous improvement is the responsibility of both the NIWB and its Leadership Team. It is imperative that the system be able to respond quickly to shifts in employer and skill demands, while providing services to a large number of job seekers effectively and efficiently. Interested organizations are encouraged to go to the link at www.gotoworkone.com to read the NIWB local plan in its entirety.

The NIWB is issuing this RFP seeking competitive proposals for WIOA adult, dislocated worker, and youth services with integrated business services to be provided in its WorkOne Centers and affiliate locations within EGR2. The NIWB intends to be as inclusive as possible in this solicitation. The goal is to receive a wide variety of high quality, innovative proposals that meet the workforce development needs of the region.

This award will be made for a three-year contract with an option at the Board's discretion to extend one additional year.

NIWB's Mission, fostering economic empowerment by linking job seekers with employers, is supported by its **Vision** "To create a seamless workforce system, engaging employers, job seekers, and key

stakeholders, to develop a strong, skilled workforce that meets the needs of Economic Growth Region 2.”

In response to its vision, NIWB has set in its WIOA Local Plan the following as its focus:

- **Aligning Services to Objectives:** Ensuring services meet desired outcomes and avoiding unaligned commitments.
- **Creative/Innovative Programs:** Developing innovative programs/partnerships to address evolving workforce demands.
- **Holistic Approach to the Individual:** Considering comprehensive individual needs in workforce development.
- **Implementation Plans:** Develop coherent plans with clear action steps to address needs.

Additional information on the NIWB Regional WIOA Local Plan can be reviewed at [2024 Local Plan | WorkOne Northern IN](#)

The **scope of work** outlined in this RFP supports NIWB’s mission and strategic priorities as follows:

- Provide career and training services to adults and dislocated workers (age 18+) through NIWB’s WorkOne Centers as defined in WIOA Regulations that align with in-demand occupation needs to ensure customers can attain self-sufficiency as well as meet employment and career goals. The target sectors of the region are **Manufacturing, Healthcare, Logistics, Construction, and IT/Web Services**.
- Provide services to program eligible youth (age 16-24) that include all 14 WIOA youth elements to assist them in achieving career success.

This work is done in coordination through the One-Stop Operator in the integration of services with partner organizations responsible for maintaining a comprehensive workforce development system to support and enhance talent development activities as outlined below:

- 1) **Career Awareness-Learning ABOUT Work.** This focus is on awareness of the variety of careers available; the role of training, education, certifications, and career pathways; broaden participant options. This is accomplished through one-on-one consultations, career fairs, data dashboards, along with skills identification and transference. This includes assessment and identification of needs and barriers.
- 2) **Career Exploration-Learning FROM Work.** Exploration of career options and postsecondary/training motivates participants and informs the decision-making process. Utilization of workshops, career coaching, and networking events among others, guide this work.
- 3) **Career Preparation-Learning THROUGH Work.** This is accomplished by applying learning through practical experience that develops knowledge and skills necessary for success in careers. Work experience, internships, and specialized assistance programs are available for individuals.
- 4) **Career Training-Learning FOR work.** Training for employment in a specific range of occupations includes certifications, education pathways, and apprenticeships.

Bidders may submit proposals for any of the following under this RFP for all five counties of the workforce region:

- A. Adult and Dislocated Worker Services
- B. Youth Services
- C. Adult, Dislocated Worker and Youth Services collectively.

NIWB anticipates awarding one or more service provider contracts. NIWB reserves the right to award contracts that provide the greatest opportunity for serving customer needs and that align with our other strategic talent development objectives in the region. The Board reserves the right to award either performance-based or cost reimbursement contracts to any of the selected bidders. NIWB reserves the right to renegotiate the terms and conditions of any contract under this RFP.

Funding for these services will come from WIOA Title I formula allocations, awarded to the NIWB by the Indiana Department of Workforce Development (DWD). The following budget estimates are being provided for planning purposes:

Funding Category for Service Provision	Amount
WIOA Adult Planning Budget	\$500,000
WIOA Dislocated Worker Planning Budget	\$220,000
WIOA Youth Planning Budget	\$700,000
Total Budget	\$1,420,000

These amounts are the total estimated amounts that NIWB may have for service provision to operate the WIOA Adult, Dislocated Worker, and Youth programs in PY2025.

NIWB anticipates contracting with entities that are familiar with and have experience with service delivery of WIOA programs and the organization selected should demonstrate the following characteristics:

- Demonstrates flexibility and ability to adapt to changing community's needs and NIWB strategy;
- Creativity and innovation in the implementation of career and training services (talent development activities), business services, and problem solving;
- Commitment to a robust integrated workforce development system and working in a team environment with multiple WIOA partner agencies and community organizations;
- High quality leadership with sufficient support for local staff and ability to manage the day-to-day operation of NIWB's programs and WorkOne locations
- Expertise and efficiency in management and delivery of WIOA Title I services and/or other related other workforce development programs;
- Provide highly trained career and business-facing staff with a commitment to professional development in assisting jobseekers and employers;

- Proven ability to manage data with accuracy and integrity;
- Utilization of data with knowledge of and determination to meet and exceed established performance measures;
- Demonstration of fiscal responsibility and reliability.

NIWB is charged under state policy to provide oversight, policy, monitoring, and assurance compliance for the local talent development system. The service provider is responsible for the delivery of integrated career and training services in the NIWB WorkOne Centers and maintaining operations in accordance with federal and state regulations, state and local policies, as well as aligning to state and local plans. State policies can be found at: <https://www.in.gov/dwd/compliance-policy/policy/active/> and local policies at: [Policies | WorkOne Northern IN](#).

NIWB has comprehensive WorkOne Centers in Elkhart and St. Joseph Counties in Indiana with current operation hours of 8:00 AM-4:30 PM, Monday – Thursday. Friday hours are 10:30 AM– 4:30 PM. NIWB has affiliate Centers in Kosciusko, Fulton, and Marshall Counties with varying hours. Each location is typically staffed two days a week and by appointment.

Transition of Current (Carry-In) WIOA Customers

NIWB is committed to a seamless continuation of services to existing customers without an undue interruption of services. Customers currently receiving services from an existing provider will continue to receive services from that provider. If a provider is awarded a new contract through this RFP, customers currently receiving services from an existing provider that does not receive a contract extension or new contract under this RFP will be smoothly transitioned to another provider as of their contract end date. NIWB will require new contractors to accept “carry-in” WIOA customers and to continue providing appropriate WIOA services.

Required Program Design Elements

Bidders must clearly detail and describe how the organization will develop and implement career service activities in these required program design elements.

1) Integrated Service Delivery

- a) Describe the organization’s plan to integrate delivery of services with partner Organization(s). Integrated service delivery braids relevant resources and services of all NIWB WorkOne partners to seamlessly address the training and employment needs of customers in an individualized way.
- b) Describe customer service strategies in an integrated service model prioritizes, resulting in the goal achievement of the individual served.
- c) Describe how your organization will support the full implementation of the NIWB WorkOne Center brand identity in the region.

2) Accessibility– Describe the organization’s program plan to provide services to individuals who experience barriers to employment and increase outcomes for these identified population.

- 3) **Innovative Design** – Describe the organization’s program plan to enhance and add value to the customer experience at NIWB WorkOne Centers. With the ever-changing landscape in the Workforce Industry, we are looking for creative, innovative, and new ways in collaborating with partners, and serving our employer and job seeker customers.
- 4) **Customer Engagement** – Describe the organization’s plan to engage new and returning customers.
- 5) **Interactive Workshops and Learning Labs** – Describe the organization’s program plan to deliver up to date, comprehensive career planning and exploration activities to serve groups of customers, and its ability to respond flexibly to customer requests for the development of additional group services.
- 6) **Technology** – Describe the organization’s program plan to continually increase career services staff knowledge, experience, and ability to utilize technology such as Artificial Intelligence to provide career and training services.
- 7) **Community Outreach** – Provide an outreach plan to engage jobseekers, especially the following populations: veterans, adult learners with basic skills needs, TANF recipients, dislocated workers, individuals with disabilities, re-entry or returning citizens, non-native English speaking, unemployed, and underemployed.
- 8) **Business Engagement** - Provide a plan on your organization’s approach to development of business relationships and how you will utilize the relationships to enhance the effectiveness of and diversify the employer base.
- 9) **Work-Based Learning** – Provide a plan on how your organization will utilize work-based learning activities to promote skills development among customers.
- 10) **Career Pathways** – Describe clear career pathway models (if desired, may include a diagram as an attachment) showing what services will be provided and by whom for program participants, including education, training, employment, and provision of career coaching/case management services. Career pathway plans must provide clear advancement opportunities and transitions for customers.

Basic Career Services

- Initial determinations about eligibility based on WIOA eligibility criteria.
- Offer career services as identified in WIOA Sec. 134(A) (i) (xi) and Rules and Regulations part 680.
- Assessment tools available in both self-serve and staff-assisted formats that help determine skill and literacy levels, interests, aptitudes, and supportive service needs.
- Self-directed and staff-guided job search assistance using current labor market information.
- Resources that help customers understand labor market demand across high growth industries and occupations.
- Access to job leads and open opportunities.
- Information about in-demand training, work-based learning (e.g., on-the-job training,

internships, apprenticeships and more), education, and credentials in high-growth industries and occupations.

- Referrals to employment and supportive assistance offered by mandated and non-mandated partners.
- Assistance in accessing financial aid for training and post-secondary education.

Individualized Career & Training Services

- Specialized assessment tools and diagnostic testing to determine skill and literacy levels, interests, aptitudes, and supportive service needs.
- Interviewing and in-person evaluation of customer's employment goals and barriers to employment.
- Connections to or issuance of resources that help customers access supportive services such as transportation assistance, interview and/or work clothing, and other appropriate assistance as needed and authorized.
- Individualized career coaching.
- Group career coaching.
- Individual Employment Plan (IEP) development.
- Job readiness training.
- Intrapersonal and/or professional development training (directly or through partners) to help build skills.
- Job Search essentials including resume, cover letter development assistance, professional social media profile (LinkedIn), job interview preparation, job search and job application strategies, professional networking, among others.
- Information about in-demand training, work-based learning (e.g., on-the-job training, internships, apprenticeships and more), education, and credentials in high-growth industries and occupations.
- Occupational Training and information about how to access eligible training providers and programs.
- Referrals to employment and supportive assistance offered by mandated and non-mandated partners.
- Assistance in accessing financial aid for training and post-secondary education out-of- area job search assistance and relocation assistance.
- English language acquisition, integrated education and training programs, referrals to Adult Basic Education and High School Equivalency (HSE) preparation activities, or bridge programs, and connections to employment opportunities.
- Management of customer files including documentation of WIOA performance goal outcomes and case notes.
- Data management.
- Follow-up services to help support retention and career advancement.

- Sharing customer success stories and photographs for region-wide publication

Business Services

The selected bidder(s) must coordinate and integrate all service strategies to align with the business service team programming and activities. Bidders are expected to offer services to business as a provider for Adult and Dislocated Worker Career Services, and/or for Youth Career Services. Bidders should propose Business Services that are appropriate and to scale with the services described in their proposal. Activities of the business service team include but are not limited to:

- Assuring that the region's business community understands the resources available to them through the public workforce system.
- A staffing plan that includes dedicated professional Business Services staff.
- Strategies that help support a seamless cross-agency business engagement approach across the region.
- Job development activities that generate job orders for job candidates from the region's public workforce customer base.
- A job development plan that identifies and addresses the needs of local employers.
- Job candidate screening and matching services for businesses.
- Comprehensive needs assessment practices that help identify the current and future hiring needs of business customers.
- A tracking system for job lead management and business engagement.
- Organizing events for businesses including job fairs, business roundtables, employer breakfasts, focus groups, and thought leadership events, among others.
- Developing and implementing sector strategies for growth industries.
- Assuring that businesses make use of paid and unpaid work-based training services such as customized training, on-the-job training, internships, incumbent worker training, job shadowing, and other customized solutions.
- Informing and connecting employers to resources available through the public workforce system that allow them to access tax credits and other financial incentives.
- Developing innovative solutions that address new or emerging needs of the region's business community.
- Participating in and contributing to local economic development efforts.
- Working closely with chambers of commerce and economic development corporations to promote local workforce development activities within the public workforce system.

Youth Services

The selected bidder(s) coordinate services for WIOA-eligible youth. Youth are defined as the following:

- In-School Youth: Individuals who are 14-21 years of age, are currently in school, and are low-income, and have one or more barriers as defined under WIOA.
- Out-of-School Youth: Individuals who are age 16-24 and have dropped out of school, are not attending any school, and have one or more barriers as defined under WIOA.

The selected bidder(s) will ensure that WIOA Youth expenditures are aligned with the following requirements:

- A minimum of 75 percent of all WIOA youth program expenditures must be directed to out-of-school youth services.
- A minimum of 20 percent of funding should be used to support work experience for both in-school and out-of-school youth.

The selected bidder(s) will coordinate WIOA Title I Career Services for Youth including both direct provision and referral services made available for the 14 youth elements as follows:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential. As appropriate, assure that in-school youth are appropriately engaged with the Jobs for America's Graduates (JAG) Program.
- Alternative secondary school services, or dropout recovery services, as appropriate.
- Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences: summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.
- Occupational skills training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors.
- Supportive services to address basic needs, including but not limited to transportation assistance, electronic devices for training and/or employment, and connections to community services.
- Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.
- Financial literacy education.
- Entrepreneurial skills training.
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

- Activities that help youth prepare for and transition to post-secondary education and training.
- Follow-up services for not less than 12 months after the completion of participation.
- Helping youth achieve their goals by connecting them to appropriate support services and resources needed for educational and employment success as detailed in their individual service strategy.
- Specialized assistance to address barriers such as housing/homelessness, pregnancy and parenting, mental health, addiction, or substance abuse, physical or learning disabilities.
- Sharing customer success stories and photographs for region-wide publications.

In-School Youth Services

A minimum of 75 percent of all WIOA youth program expenditures must be directed to out-of-school youth services. The service provider may direct up to 25 percent of all WIOA youth program expenditures to in-school youth. Separate from WIOA, NIWB utilizes Jobs for America's (JAG) as its primary model to serve in-school youth. NIWB receives state funding to support its JAG programs Provider. NIWB also supports in-school youth through additional state and philanthropic grants for career coaching, career exploration, and modern youth apprenticeships. The successful bidder to this RFP will operate all Region 2 youth programs and services in all portions of the region.

WIOA Performance Outcomes

The selected bidder(s) are expected to establish and maintain performance standards that:

- Assure that negotiated performance measures are met or exceeded,
- Promote accountability and transparency, and
- Maximize return on investment of federal resources.

The selected bidder(s) will utilize case management and federal reporting systems as required by the Indiana DWD, as well as data management systems required for any special grants. The selected bidder(s) will be required to support statewide efforts around implementation for any case management systems, and other data management portals, as well as take part in training about how to use the integrated system.

WIOA Performance measures are defined in the following chart:

NIWB Local Negotiated Levels of Performance			
PY 24 and PY 25			
	Adult	Dislocated Worker	Youth
Employment 2Q	79.0%	76.4%	80.0%
Employment 4Q	79.5%	76.0%	82.1%
Median Earnings	\$7,400.00	\$8,219.00	\$4,300.00
Credential	73.9%	83.9%	73.9%
MSG	66.2%	67.0%	68.5%

Proposal Narrative

All proposals must be received by **Thursday, April 17, 2025**, no later than 1:00 PM EST. Northern Indiana Workforce Board has the right to refuse any proposals submitted after the deadline.

A Bidder's Conference to explain or clarify this RFP and to answer technical questions regarding this RFP will be held on Friday, **March 28, 2025** at 1:30 PM via **TEAMS**. Connection information is as follows:

Microsoft Teams

[Join the meeting now](#)

Meeting ID: 288 418 100 64

Passcode: MF6ap6xc

All questions from the conference and corresponding answers will be included on the Q&A Document posted to the NIWB website, www.gotoworkone.com.

A letter of intent to bid is due **April 4, 2025**, by 1:00 PM EST. Please include what services provision your organization is intending to submit for contracting.

Northern Indiana Workforce Board requires services to be delivered in physical WorkOne Centers, partner locations, and virtually. Respondents to this RFP are asked to submit proposals to ensure all populations have access to services. Each respondent should develop a response inclusive of all service delivery models.

The proposal should be organized in the order in which the requirements are presented in this RFP, with a table of contents which cross-references the RFP requirements. Proposal narrative responses should address the specific questions and be written in a clear and concise manner. The Executive Summary and Proposal Narrative must be submitted in the following format:

- 8 ½" x 11" plain white paper
- One-inch margins on each side
- 12-point font
- Double spaced
- Sections and subsections labeled
- Number the pages of the proposal narrative consecutively in "Page x of x" format. Attachments need not be numbered.

Proposals should be assembled in the following order:

- Cover Sheet
- Table of Contents
- Executive Summary (No more than 1 page)
- Proposal Narrative (No more than 30 pages with questions repeated – Cover page, table of contents, and executive summary are not included in count)

- Attachments (Not included in narrative page count)
 - Attachment 1 – Budget Template (Excel Document) and Narrative
 - Attachment 2 – Proposed Regional Organizational Service Provision Chart
 - Attachment 3 – Non-Collusion Affidavit
 - Attachment 4 – Assurances & Certifications Form
 - Attachment 5 – Proof of Non-Profit Status OR if For-profit provide Certificate of Good Standing
 - Attachment 6 – Audited Financial Statements
 - Attachment 7 – References (Minimum 3)
 - Attachments – Please number any additional attachments requested or provided to support your proposal

Northern Indiana Workforce Board is requesting bidders submit an electronic PDF copy of the proposal and attachments to Barbara White at bwhite@niwb.org. Proposals are due **April 17, 2025, by 1:00 PM EST**. Proposals that are not delivered by the due date and time will not be reviewed. Please include in the subject line: NIWB WIOA Services RFP

Questions regarding this RFP may be submitted via email to bwhite@niwb.org on or before April 1, 2025. Please include in the subject line: NIWB WIOA Services RFP

Northern Indiana Workforce Board may require selected bidders to attend oral interviews, participate in negotiations and rewrite their statements of work as agreed upon during negotiations.

Appeals/Complaints: Bidders have the right to appeal any action related to this RFP process within seven (7) working days from the announcement of the contract award (s). Appeals will be reviewed and investigated by the Board. The decision of the 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, 220 W. Colfax Ave., Suite 500, South Bend, IN 46601.

Proposal Narrative Sections

Organizational Background and Qualifications (15 Points)

All bidders are instructed to provide the following information about the organization or, if a consortium of more than one organization, about each organization:

1. Bidders who are applying as a partnership must attach an executed teaming agreement outlining collaboration.
2. Provide a brief history of the organization including mission, vision, and other strategic priorities.
3. Describe your organization's qualifications related to the delivery of the required service components. Please attach your organization's most recent audit report.

4. Provide an organizational chart for all those applicable to your proposal. May be included as an attachment.
5. Provide proposed staff for Elkhart, South Bend, and the combination of the three southern/affiliate offices of Plymouth, Rochester, and Warsaw. Identifying Adult, Dislocated Worker, and Youth positions. Please explain staffing structures and include an organizational chart of proposed structure.
6. Identify all key members of your leadership team and provide a brief overview of how your organizational leadership will interact and partner with NIWB. (Please attach corporate organizational chart.)
7. Include staff experience and workforce system knowledge. If your organization has not provided WIOA services, please provide the same information for programs that are comparable to the WIOA services you are proposing.
8. Specify grant recipient and fiscal role, and the organization's experience in managing Federal, State, and other public funds, and experience in fund accounting.

Staffing and Transition Plan (10 Points)

Discuss your plan for a smooth transition of WorkOne center management from the current operator to your organization (or to a different organization if you are the current contractor). The transition plan should address:

1. Describe the activities required of each party for the transition of WorkOne Center management.
2. Describe the process to minimize the disruption of service to customers and for notification of customers, training providers, each of the WorkOne center partners, community organizations, etc. about the change of the center operator.
3. Discuss your strategy for assessing current WorkOne center staff, any proposed probationary period, recruiting any needed additional staff, and negotiating salaries and benefits.
4. Describe your staff professional development plan to engage staff in gaining knowledge, skills, and abilities to better serve customers.
5. Provide a proposed timeline for all transition activities.

WIOA Adult and Dislocated Worker Career and Training Services (50 Points)

Incorporate the Required Program Design Elements (Page 6) throughout this section. Each response should address the following (but not limited to):

Use this two-part question to showcase all aspects of customer/job seeker service delivery. Each of the populations listed below can be addressed in each lettered element below. For Adult/DW, NIWB is requiring 20% of the funds to be spent on direct client services. Please incorporate that into answers below.

Describe your strategies for each of the following topics and incorporate program-specific service delivery strategies and staffing models, address key program elements, and any innovative approaches

with examples that have proven successful in the following areas:

- | | |
|--|--------------------------------|
| a. Outreach/Recruitment | g. Job Search |
| b. Support of Resource Room,
Information, Triage and Referral
Services | h. Job Development |
| c. Intake/Eligibility | i. Training Activities |
| d. Assessment | j. Support Services |
| e. Alignment with Business Services
Local Labor Intelligence | k. Follow Up & Retention |
| f. Case Management | l. Partnerships/Collaborations |

Describe your strategies to integrate all programs and resources available through the WorkOne Centers to meet the needs of all job seekers and to serve customers with significant barriers to employment throughout the region. Populations to be addressed include but are not limited to:

- General Job Seekers
- Veterans & their spouses
- Dislocated Workers
- Long term unemployed
- Public Assistance recipients
- Referrals from community organizations
- Individuals with disabilities
- Youth (in & out-of-school

As we are in an ever-evolving workforce industry, we are looking for creative and innovative ways to discuss your **Business Services** Strategies with your Adult and Dislocated Worker approach in regards to the following: (NOTE: If responding to A/DW & Youth scopes, please answer the following once)

1. Assuring regional businesses understand the resources available to them through the public workforce system.
2. Supporting a seamless cross-agency business engagement approach across the region.
3. Developing activities that generate job orders for job candidates from the region's public workforce customer base.
4. Developing activities that generate job candidates to meet the needs of the Region's business community.
5. Creating a comprehensive needs assessment practices that help identify the current and future hiring needs of business customers.
6. Organizing events for businesses including job fairs, business roundtables, employer breakfasts, focus groups, etc.
7. Developing and implementing sector strategies for growth industries.

8. Assuring that businesses make use of paid and unpaid work-based training services such as customized training, on-the-job training, internships, incumbent worker training, job shadowing, and other customized solutions.
9. Developing innovative solutions that address new or emerging needs of the region's business community.
10. Working closely with local economic development corporations and chambers of commerce to promote local workforce development activities in economic development efforts.

WIOA Youth Services (if bidding on youth services) (50 Points)

Incorporate the Required Program Design Elements (Page 6) throughout this section. Each response should address the following (but not limited to):

Use this two-part question to showcase all aspects of customer/job seeker service delivery. Each of the populations listed below can be addressed in each lettered element below. For Youth, NIWB is requiring 25% of the funds to be spent on direct client services. Please incorporate that into answers below.

Describe your strategies for each of the following topics and incorporate program-specific service delivery strategies and staffing models, address key program elements (i.e., 14 WIOA Youth Program elements), flow charts and any innovative approaches with examples that have proven successful in the following areas:

- | | |
|--|--------------------------------|
| a. Outreach/Recruitment | f. Job Search |
| b. Intake/Eligibility | g. Job Development |
| c. Assessment | h. Training Activities |
| d. Alignment with Business Services Local Labor Intelligence | i. Support Services |
| e. Case Management | j. Follow Up & Retention |
| | k. Partnerships/Collaborations |

Describe your strategies to integrate all programs and resources available through the WorkOne Centers to meet the needs of all youth ages 16 through 24 with barriers to employment throughout the region. Populations to be addressed include but are not limited to:

- General Job Seekers
- Veterans & their spouses
- Dislocated Workers
- Public Assistance recipients
- Referrals from community organizations
- Individuals with disabilities
- WIOA Adult Program

As we are in an ever-evolving workforce industry, we are looking for creative and innovative ways to discuss your **Business Services** Strategies with your Adult and Dislocated Worker approach in regard to

the following: (NOTE: If responding to A/DW & Youth scopes of work, please answer the following once)

1. Assuring regional businesses understand the resources available to them through the public workforce system.
2. Supporting a seamless cross-agency business engagement approach across the region.
3. Developing activities that generate job orders for job candidates from the region's public workforce customer base.
4. Developing activities that generate job candidates to meet the needs of the Region's business community.
5. Creating a comprehensive needs assessment practices that help identify the current and future hiring needs of business customers.
6. Organizing events for businesses including job fairs, business roundtables, employer breakfasts, focus groups, etc.
7. Developing and implementing sector strategies for growth industries.
8. Assuring that businesses make use of paid and unpaid work-based training services such as customized training, on-the-job training, internships, incumbent worker training, job shadowing, and other customized solutions.
9. Developing innovative solutions that address new or emerging needs of the region's business community.
10. Working closely with local economic development corporations and chambers of commerce to promote local workforce development activities in economic development efforts.

Performance History (15 Points)

All bidders are instructed to provide the following information about the organization or consortium's past performance outcomes, by providing specific examples and/or performance data for the past three years in the following areas:

1. Provide evidence of the organization's ability to meet WIOA and other grant program performance goals and objectives in delivering workforce services to customers.
2. Discuss the organization's experience in with using data entry systems to capture service delivery data, case notes, and documents in provision of workforce development services; and
3. Discuss the organization's philosophy in using performance data to drive service design and delivery for continuous program improvements.
4. Elaborate on the organization's oversight processes to include staff accountability and data integrity to ensure program compliance and successful outcomes for all populations served in Region 2.

Financial Management (10 Points)

1. Provide an overview of your administrative and fiscal management capabilities as they relate to your ability to conduct the services described.
2. Describe your experience with cost reimbursement contracts.
3. Describe your organization's previous experience administering federal, state, and

private grants.

4. Describe how financial information be made available for monitoring and auditing purposes.
5. Has your organization had any questioned costs, disallowed costs, or compliance monitoring findings in the last three years? If so, please describe how the issues have been resolved. Please provide a copy of your most recent audited financial statement.
6. If WIOA costs you incurred under this proposed contract were subsequently disallowed as a result of an audit or monitoring, does your organization have the capability to repay these funds from unrestricted resources? If so, please describe your capabilities.
7. Please explain how you will ensure that at least 20% of Adult/DW and/or 25% of youth budgets will be spent on direct client expenditures.

Budget Narrative (10 Points)

1. Provide a line-item budget that breaks at such things as staffing, participant, and indirect cost, etc. (A budget template will be added to the website RFP section.)
2. Provide a narrative that explains the line-item budget.
3. If you have a cost-allocation plan, please attach a copy to your submission. If you have an approved negotiated indirect cost rate, please provide rate and a copy of the NICRA.
4. Please note: All budget items must be allowable under state and federal policy for WIOA Title 1 expenditures.
- 5.

Proposal Evaluation

Each proposal will be reviewed for completeness toward meeting the submittal guidelines.

Proposals that are incomplete will not be evaluated further. Proposals will be scored according to the following matrix:

Proposal Evaluation Scoring Matrix		
Proposal Requirement	Total Points	Total Points
Organization Background and Qualifications	15	15
Staffing and Transition Plan	10	10
WIOA Adult & Dislocated Worker Career and Training Services	50	50
WIOA Youth Services (if applicable)	50	
Past Performance History	10	10
Financial Management	10	10
Budget and Budget Narrative	10	10
Total	155 (A/DW & Youth Services)	105 (A/DW OR Youth Services)*

*Proposal will be evaluated on 50 points for whichever the individual response is submitted.

Regulations and Requirements

RIGHT TO CANCEL: Northern Indiana Workforce Board reserves the right to delay, amend, reissue, or cancel, all or any part of this RFP at any time without prior notice. Northern Indiana Workforce Board also reserves the right to modify the RFP process and timeline as deemed necessary. Subject to guidance being issued by US Department of Labor and/or Indiana Department of Workforce Development and/or any subsequent subawards will be changed to ensure compliance.

AUDIT REQUIREMENTS: The services delivered under this RFP are considered subrecipient services and will require the selected bidder to comply with audit requirements for federal funds. All bidders must submit a copy of the most recent independent audit and financial statements. Bidders must accept liability for all aspects of any WIOA program conducted under contract with the board. Bidders will be liable for any disallowed costs and legal expenditures of funds or program operations conducted under contract.

TYPE OF CONTRACT: Proposed costs will be analyzed, and a cost reimbursement sub-recipient contract will be negotiated with a demonstrated performance basis. Payment under a cost reimbursement contract will be based upon actual costs and performance delivery outcomes. For the purposes of responding to this RFP, bidders will develop a line-item budget showing all expected costs associated with delivering the proposed services and a budget narrative explaining the costs. All budget items must be allowable under state and federal policy for WIOA Title I expenditures. Bidders may not subcontract services described in this proposal without prior written consent.

COMPLIANCE WITH WORKFORCE INNOVATION AND OPPORTUNITY ACT: The selected bidder(s) are required to operate the Workforce Innovation and Opportunity Act (WIOA H.R. 803, Public Law 113-128) in accordance with all applicable current or future federal, state and local laws, rules, and regulations. As a condition to the award of financial assistance from the Department of Labor, under WIOA the selected bidder will assure that it will comply fully with the nondiscrimination and equal opportunity provisions of as follows: Specifically, recipients must comply with all nondiscrimination requirements in the administration and operation of programs, activities, and employment as provided by WIOA Section 188 and its implementing regulations under the 29 CFR Part 38 (Final Rule). The requirements apply to all programs and activities that are operated by One-Stop partners, as defined in WIOA section 121(b), as part of the One-Stop delivery system (the Northern Indiana Workforce Board system).

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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 WorkOne Center or employee of the Northern Indiana Workforce Board whereby it has paid or will pay to such other respondent or WorkOne Centers of 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 or the agreement sought for by the attached response; that no inducement of any form or character other than that 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

Subscribed and sworn to me this _____ day of _____, 2025.

Notary Public

County of: _____

Commission Expiration Date: _____

Assurances and Certifications

The authorized representative agrees to comply with all applicable State and Federal laws, regulations, and policies governing the Workforce Innovation Opportunity Act, Workforce Investment Boards, and any other applicable laws, regulations, and policies and directives (state and/or local). In addition, the authorized representative assures, certifies, and understands that:

1. The proposing organization has not been debarred or suspended or otherwise excluded from or ineligible for participation in federal assistance programs.
2. The proposing organization possesses legal authority to offer the attached proposal.
3. A resolution, motion, or similar action has been duly adopted or passed as an official act of the organization’s governing body authorizing the submission of this proposal.
4. A drug-free workplace will be maintained in accordance with the State of Indiana requirements.
5. The proposing organization has all appropriate insurance coverage, and will produce a certificate of such, as requested.

Signature of Authorized Representative

Print or Type Name

Date