

Thomas P. Miller and Associates

Serving as Independent Procurement Entity For:



Northwest Indiana Workforce Board

Serving the counties of:

Jasper, Lake, LaPorte, Newton, Porter, Pulaski, and Starke

**REQUEST FOR PROPOSALS FOR
WORKFORCE INNOVATION & OPPORTUNITY ACT:**

Staff to the Board and One-Stop Operator

And/or

Title I Adult & Dislocated Worker Service Provider

Release Date: February 28, 2019

Proposals Due: 5:00 am CST, March 30, 2019

Contract Period: July 1, 2019 – June 30, 2020*

**With 3 one-year extensions based on performance*



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Section I: Program Description & Background

1.1 The Workforce Innovation and Opportunity Act

The Workforce Innovation and Opportunity Act (WIOA) was signed into law by President Barack Obama on July 22, 2014 and went into effect on July 1, 2015. The intent of WIOA is to strengthen the workforce system through innovation and alignment of services to promote individual and economic growth, meeting the business and industry needs in the area.

WIOA funds are awarded to the Chief Elected Officials (CEOs) of a Local Workforce Development Area (LWDA) to serve two primary customers—job seekers and businesses—through a One-Stop system branded as the American Job Center (AJC) system. One of the main purposes is to assist individuals with barriers to employment in increasing their access to employment, education, training, and support so they may succeed in the labor market.

Proposers are strongly encouraged to read the Department of Labor’s WIOA resource page for WIOA information and the latest updates: <https://www.doleta.gov/wioa>.

1.2 Northwest Indiana Workforce Board

The Northwest Indiana Workforce Board (NWIWB) is a board of business, education, labor, community, faith-based, and economic development leaders responsible for the strategic vision of workforce development and governance of WorkOne in Northwest Indiana.¹ They are also responsible for managing connections to key resources in the workforce and education arena as well as supporting efforts on programming that plant and nurture the seed of entrepreneurship. The board works to determine current and future skill needs together with economic developers, employers, and economists. The LWDA is considered Region 1.

Vision: A Northwest Indiana workforce that is highly skilled, motivated, and diverse, earning sustainable or higher wages, and actively engaged in skill advancement and life-long learning.

Mission: To mobilize and integrate the leadership, services, and resources of the community to support workforce development This will be achieved by:

- Strategically planning and developing policy for workforce development
- Overseeing regional workforce development systems
- Developing and allocating resources for workforce development
- Participating in related economic development activities

More information about the following can be located on their respective websites:

- NWIWB: <http://gotoworkonenw.com/nwi-workforce-board/>
- Indiana Department of Workforce Development (DWD): <https://www.in.gov/dwd/>²

¹ In Indiana, full service one-stop centers are known by the name WorkOne, while smaller, more limited service offices are called WorkOne Express sites.

² DWD is the recipient of WIOA funds for the state of Indiana.



1.3 Thomas P. Miller & Associates, LLC

Thomas P. Miller & Associates, LLC (TPMA) has been contracted by the NWIWB to lead the procurement process for selecting an organization(s) to Staff the Board and One-Stop Operator and Adult and Dislocated Worker Service Provider. TPMA is a full-service consulting firm based in Indianapolis, Indiana with over 29 years of experience in workforce development activities, including providing assistance to workforce boards in strategic planning exercises. Through analysis, alignment, and action, TPMA applies our mission statement of empowering organizations and communities through strategic partnerships and informed solutions that create positive, sustainable change to every project assigned. For more information of TPMA's experience and expertise, please visit us at <http://www.tpma-inc.com>.

As the contracted entity to lead this procurement process, TPMA serves as a “separate and independent outside entity to conduct the competition” for Staffing the Board and One-Stop Operator and Adult and Dislocated Worker Service.³ TPMA will review all submitted proposals and evaluate them on a scale coordinated and agreed upon by the NWIWB, with guidance from DWD. Based on its evaluation, TPMA will submit its selection, along with a description of the selection process and scoring justification, to the Board for approval. Note: The NWIWB does not intend to bid on either component.

1.4 RFP Components

Component #1: Staff to the Board and One-Stop Operator

Purpose: To procure an organization to serve as staff to NWIWB and to function as the One-Stop Operator representing Region 1.

Staffing of the board and One-Stop Operator responsibilities include, but are not limited to:

- Provide staff support functions to the Northwest Indiana Workforce Board. The NWIWB is a business-led, volunteer board that establishes policy and drives the area's strategy for workforce development. Board support staff must be able to assist the board in thinking strategically on the development and alignment of a comprehensive workforce system around economic development; assist board development for a dynamic, cooperative, and positive team with high expectations; develop processes that will actively engage the board members and stakeholders; assist the board in developing and using an industry cluster approach to workforce and economic development policy and practice; and identify a strategic planning process that will produce short and long-term goals with visible action plans.
- Serve as the “management company” for regional service delivery coordination in the WorkOne system, inclusive of both full service and Express sites.
- Ensure adherence of the system to local and state policies. Policies of the Indiana Department of Workforce Development may be found on the DWD's website at www.dwd.in.gov.
- Conduct research, analysis, and strategic planning (or contract for same). Strategies resulting from both research and subsequent board planning are to be included in the region's five-year strategic plan of workforce investment, developed by the One-Stop Operator. The One-Stop

³ Cited in US Department of Labor, Employment and Training Administration, Training Employment and Guidance Letter (TEGL) WIOA No. 15-16, Competitive Selection of One-Stop Operators, released January 17, 2017. This TEGL provides significant background information on the selection process and roles and responsibilities of the One-Stop Operator within the WIOA system. Applicants are strongly encouraged to become familiar with the content of this document.



Operator will supply any additional research and analysis requested by the NWIWB in support of local initiatives.

- Create a budget and cost allocation plan for the board's approval, including budgeting for the work of the board.
- Implement solutions to skill shortages identified through Indiana's strategic skills initiative. Full information about the initiative may be found at the State's website www.dwd.in.gov.
- Seek additional funding sources and partnering opportunities. Staff will be expected to go beyond basic one-stop system oversight and continually look for ways to strategically grow jobs, employment, and personal income in Region 1. Staff must be able to form coalitions and partnerships to achieve these results.
- Assist in marketing the WorkOne system. The State will market the overall system, but the NWIWB and One-Stop Operator will need to supplement and promote the efforts.
- Provide technical assistance to service providers, including any non-procured partners in the one-stop system.
- Direct and coordinate the flow and delivery of services in the WorkOne system.
- Provide participant reporting and data validation functions required by state and federal agencies.
- Coordinate with the fiscal agent, if separate agency, concerning fiscal data and financial reporting formats and processes. The NWIWB reserves the right to select the Fiscal Agent entity separate from this procurement process.
- Perform duties identified for the One-Stop Operator in federal and state legislation, regulations, policies and procedures.
- Update and maintain the eligible training provider data, including, but not limited to the acceptance of applications from training providers, the entry of applications into the state system and the first level approval or denial of such applications. Such actions will be in coordination with the local and State Workforce Boards. The state's eligible training provider policy may be found at www.dwd.in.gov.
- Perform other duties as determined by the NWIWB.

Component #2: Title I Adult & Dislocated Worker Service Provider

Purpose: To procure an organization to deliver Adult and Dislocated Worker services under WIOA for Region 1.

The Adult and Dislocated Worker Service Provider will be responsible for:

- Career counseling.
- Provision of information on in-demand occupations and non-traditional employment.
- Comprehensive skills assessment.
- In-depth interviewing and evaluation of barriers to employment.
- Development of an Individual Employment Plan.
- Group counseling; career planning; short term prevocational services.
- Soft skills training; work experience.
- Financial literacy.
- Out of area job search.



- Training services; occupational skills training; supportive services; OJT.
- Incumbent worker training; private sector training programs.
- Skill upgrading and retraining.
- Job readiness training.
- Adult education and literacy activities and follow-up services.

An entity may bid on one or both components (Staff to the Board and One-Stop Operator and/or Adult & Dislocated Worker Service Provider); however, contracts will be awarded based on the individual components, and may be awarded to different entities. Respondents bidding on both components must include detailed information on the firewall between the two components to assure there is no apparent or real conflict of interest between the Staff to the Board and One-Stop Operator and Adult & Dislocated Worker Service Provider to assure fairness to other partners and an independent quality review.

1.5 Eligible Applicants

Per WIOA sec.121(d)(2), the types of entities that are eligible to become a One-Stop Operator include, but are not limited to:

- An institution of higher education
- An Employment Service State Agency established under Wagner-Peyser
- A community-based, non-profit organization or workforce intermediary
- A private-for-profit entity
- A government agency (i.e., municipality)
- Other interested organizations or entities capable of carrying out the duties of the One-Stop Operator, including local Chambers of Commerce, business organizations, or labor organizations

Exception: Elementary schools and secondary schools are not eligible to be selected as the One-Stop Operator.

The types of entities that may be a Service Provider include, but are not limited to:

- The One-Stop Operator
- An institution of higher education
- A community-based, non-profit organization or workforce intermediary
- A private-for-profit entity

Additional Requirements: The State and local boards shall ensure that in carrying out activities under this title, one-stop operators:

- A. Disclose any potential conflicts of interest arising from the relationships of the operators with particular training service providers or other service providers;



- B. Do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services; and
- C. Comply with Federal regulation, and procurement policies, relating to the calculation and use of profits.

Further, the NWIWB will declare entities **ineligible** if they are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers, or principals. Respondents must comply with Section 504 of the Rehabilitation Act of 1973, the Federal Drug-Free Workplace Act of 1988, and the Americans with Disabilities Act to be eligible.

1.6 Project Timeline & Funding

The table below provides a timeline of activities for this procurement. In the event dates are changed, TPMA will provide notice through the procurement portal:

<https://www.tpma-inc.com/nwiwb-procurement>

| Activity | Date |
|-------------------------------------|-----------|
| RFP Release | 2/28/19 |
| Deadline for Questions | 3/15/19 |
| Response to Questions Posted Online | 3/19/19 |
| Deadline for Proposal Submission | 3/30/19 |
| Interviews (if necessary) | 4/1/19 |
| TPMA's Recommendation to the Board | 4/2/19 |
| Approval by the Board | By 4/5/19 |

The NWIWB will award funds to one entity to promote continuity and coordination of Component #1, Staff to the Board and One-Stop Operator services, identified in the RFP. Further, the NWIWB will award WIOA Title I Adult and Dislocated Worker funding to one entity to provide Career Services and arrange for and provide payment for Training and Support Services directly to and/or on behalf of participants, to a Title I Service Provider as identified in Component #2 of this RFP.

The Estimated Allocations are as follows:

| | Est. PY 19 Allocation |
|------------------------|-----------------------|
| WIOA Adult | \$3,007,174 |
| WIOA Youth | \$3,236,828 |
| WIOA Dislocated Worker | \$1,489,441 |
| WIOA Administration | \$859,160 |

- The NWIWB will negotiate with the successful respondent(s) regarding the effective date for onboarding and transition.
- Subject to performance and fund availability, the selected contractor(s) may be eligible for up to three (3) 1-year extensions with budget subject to NWIWB approval.



- A separate budget is required for each component. Specific line items require a detailed explanation.
- All funding of this RFP is contingent upon the NWIWB and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the NWIWB.
- For the awarded contract(s), the submitted proposal, with any negotiations, will become part of the official contract file. Any commitments made in the proposal will be part of the contract(s) and will be binding on the contractor(s).
- The contract(s) will be awarded as a line item cost reimbursement. No expenses are reimbursable until a contract or letter of authorization has been issued to incur cost as of a specific date.
- Monthly invoices are due by the end of the month, unless other arrangements are made and approved in advance. Invoices will be paid within 30 days of receipt of a properly documented invoice.
- The issuance of this solicitation in no way commits the NWIWB to pay any cost for the preparation and submission of a proposal. The Bidder assumes all costs of preparation of the proposal and any presentation necessary for the proposal process.
- The NWIWB may elect to reject all proposals if scope of work is not adequately addressed, fund request is not appropriate for scope of services, or for other reasons deemed appropriate by the NWIWB.

1.7 Facilities & Equipment

There are nine (9) WorkOne Centers located in Region 1. Copiers and postage machines are available at each of the WorkOne Centers. All PCs and laptops are purchased.

Northwest Indiana WorkOne Center Locations

| WorkOne Gary | WorkOne Hammond | WorkOne Knox | WorkOne Laporte |
|--------------------------------|---|--|---|
| 504 Broadway Gary, IN 46402 | 5265 Hohman Ave. Suite 1A Hammond, IN 46320 | 1913 S. Heaton St. Suite B. Knox, IN 46534 | 300 Legacy Plaza W LaPorte, IN 46350 |

| WorkOne Michigan City | WorkOne Morocco | WorkOne Portage | WorkOne Rensselaer |
|---|--|---|---|
| 302 W. 8 th St. Michigan City, IN 46360 | 4117 S 240 W Suite 400 Morocco, IN 47963 | 1575 Adler Cir. Suite A Portage, IN 46368 | 116 N. Van Rensselaer Rensselaer, IN 47978 |

| WorkOne Winamac |
|---|
| 123 N. Market St. Suite 2 Winamac, IN 46996 |

LaPorte and Hammond are the only comprehensive sites. The other WorkOne Centers are affiliate sites.



1.8 Participant Data & Performance Outcomes

Average Service Levels:

The chart below includes service levels between 7/1/17 – 12/31/18. Respondents should propose staffing levels based on historical service levels.

| 07/01/17 - 12/31/18 | Adult | Dislocated Worker | Total |
|-----------------------|--------------|-------------------|--------------|
| WorkOne Gary | 400 | 89 | 489 |
| WorkOne Hammond | 921 | 266 | 1,187 |
| WorkOne Knox | 161 | 40 | 201 |
| WorkOne LaPorte | 309 | 96 | 405 |
| WorkOne Michigan City | 259 | 42 | 301 |
| WorkOne Morocco | 87 | 25 | 112 |
| WorkOne Portage | 557 | 131 | 688 |
| WorkOne Rensselaer | 185 | 41 | 226 |
| WorkOne Winamac | 31 | 7 | 38 |
| Total by Grant | 2,910 | 737 | 3,647 |

Total Traffic Counts:

The charts below include Traffic Counts for the past eighteen (18) months. Data is for illustration purposes only.

| | Gary | Hammond | Knox | LaPorte | MC | Morocco | Portage | Rensselaer | Winamac |
|--------------|--------|---------|-------|---------|-------|---------|---------|------------|---------|
| Jul-18 | 1,471 | 1,892 | 190 | 899 | 318 | 30 | 542 | 111 | 20 |
| Aug-18 | 2,716 | 1,108 | 173 | 877 | 287 | 49 | 795 | 142 | 42 |
| Sep-18 | 1,809 | 1,809 | 132 | 781 | 353 | 36 | 735 | 83 | 29 |
| Oct-18 | 1,976 | 1,252 | 129 | 930 | 330 | 49 | 753 | 69 | 29 |
| Nov-18 | 1,728 | 633 | 169 | 958 | 243 | 51 | 712 | 111 | 21 |
| Dec-18 | 1,868 | 1,325 | 168 | 1189 | 329 | 48 | 958 | 94 | 28 |
| Jan-18 | 1,969 | 2,055 | 178 | 1287 | 306 | 55 | 1,230 | 111 | 46 |
| Feb-18 | 1,675 | 1,523 | 113 | 1054 | 304 | 69 | 742 | 75 | 38 |
| Mar-18 | 1,744 | 1,714 | 161 | 989 | 389 | 29 | 814 | 121 | 22 |
| Apr-18 | 295 | 1,529 | 173 | 877 | 287 | 49 | 795 | 142 | 42 |
| May-18 | 1,199 | 1,348 | 184 | 654 | 403 | 33 | 897 | 97 | 44 |
| Jun-18 | 2,121 | 1,259 | 281 | 552 | 442 | 3 | 727 | 30 | 4 |
| Yearly Total | 20,571 | 17,447 | 2,051 | 11,047 | 3,991 | 501 | 9,700 | 1,186 | 365 |
| Mo. Avg | 1,714 | 1,454 | 171 | 921 | 333 | 42 | 808 | 99 | 30 |



1.9 Federal and State Performance Measures

The Respondent to this RFP will be responsible to meet Performance as part of their contract goals based on negotiated rates with the State. PY 18 and PY 19 (the most recent negotiated with the State/Federal) are included for your information.

Adult Measures:

| <i>Federal Performance Indicator</i> | <i>Agreed Upon Outcome PY 18</i> | <i>Agreed Upon Outcome PY 19</i> |
|--|----------------------------------|----------------------------------|
| Employment Rate 2 nd Quarter After Exit | 73% | 77% |
| Employment Rate 4 th Quarter After Exit | 76% | 74% |
| Median Earnings 2 nd Quarter After Exit | \$5,600 | \$5,600 |
| Credential Attainment Within 4 Quarters After Exit | 50% | 52% |

Dislocated Worker Measures:

| <i>Federal Performance Indicator</i> | <i>Agreed Upon Outcome PY 18</i> | <i>Agreed Upon Outcome PY 19</i> |
|--|----------------------------------|----------------------------------|
| Employment Rate 2 nd Quarter After Exit | 76% | 76% |
| Employment Rate 4 th Quarter After Exit | 74% | 75% |
| Median Earnings 2 nd Quarter After Exit | \$6,700 | \$6,700 |
| Credential Attainment Within 4 Quarters After Exit | 47% | 48% |

Youth Measures:

| <i>Federal Performance Indicator</i> | <i>Agreed Upon Outcome PY 18</i> | <i>Agreed Upon Outcome PY 19</i> |
|--|----------------------------------|----------------------------------|
| Employment Rate 2 nd Quarter After Exit | 73% | 74% |
| Employment Rate 4 th Quarter After Exit | 71% | 71% |
| Median Earnings 2 nd Quarter After Exit | Baseline | Baseline |
| Credential Attainment Within 4 Quarters After Exit | 59% | 62% |



Section 2: Scope of Work

2.1 Component #1: Staff to the Board and One-Stop Operator

The proposal for Staff to the Board and One-Stop Operator should provide a detailed explanation for each of the following questions:

1. General:

- a. Provide a brief description and history of your organization, including:
 - Mission Statement
 - Incorporation Status and where incorporated
 - Number of years in business and brief history of the bidder
 - Examples of types of contracts the bidder has previously entered into, including type of contracting entity, location of the work, general types of services provided, and valued of awarded contract(s) in dollar.
 - Identification of board members, if applicable
 - Provide a copy of the two most recent audit reports for the bidding entity.
 - Describe any work you are doing or may be proposing to do in addition to this contract. Estimate what percentage of your overall organization's work would be represented by this contract.
 - Provide performance data for the most recent two program years available and most recent program monitoring report, if the entity has previously delivered or oversaw delivery of WIOA services.
- b. NWIWB Support: Describe your approach to providing staff support to the Board. You may indicate that your approach for some items would be to subcontract for the service rather than accomplish it directly with staff. Include the following:
 - Your understanding of the difference between the work of the board and the work of the one-stop operator
 - Plans for interacting with the board, stakeholders, and the elected officials including member recruitment, orientation, capacity development, and support of board members
 - How you will develop or maintain a website for the NWIWB and proposed content.
 - How agendas will be established and how meetings will be conducted including member engagement and participation
 - Your approach to budgeting; what information you use to determine how to budget resources
 - How you will work with the fiscal agent to create a budget and cost allocation plan and monitor and report on expenditures to the board, if your organization was not the fiscal agent
 - Your approach to policy development, including how you will ensure the NWIWB fulfills the duties assigned to WDB's in the WIOA
 - Your approach to the development of a State of the Workforce report



- Your approach to strategic planning, demonstrating inclusiveness of community participation, understanding of policy impacts, and the need to measure community results
- Your approach to compliance planning; i.e. the five year-plan required under WIOA
- Your approach to revenue generation to expand the resources of the board to accomplish the board's work
- How you will go about creating and convening coalitions and partnerships that enhance the effectiveness of the Board and the WorkOne System itself
- Outline any innovative ideas you have for how a WDB can proactively increase jobs, employment, and personal income in a region
- How the One-Stop Operator will assist the local board in identifying eligible providers of career services
- How the One-Stop Operator will assist the system in complying with WIOA Section 188 and provisions of the Americans with Disabilities Act of 1990

2. Staffing Plan and Organizational Chart

- a. Describe the bidder's familiarity with the economy and workforce needs of northwest Indiana. This should be a relatively short description (no more than 1 page) that demonstrates that the bidder has read and reflected upon the workforce and economic needs of this area.
- b. Describe the bidder's experience in working with communities and convening other community-based organizations and not-for-profit service providers. In addition to activities, describe the results that were achieved in this work.
- c. Describe any other major workforce development achievements outside of WIOA federal performance standards. Include achievements both within WIOA, as well as, non-WIOA achievements in workforce development.
- d. Provide staffing qualifications, including:
 - Identify the staff that will be assigned to this contract.
 - Provide an organizational chart.
 - Indicate what the roles/titles will be of the assigned staff in this contract. Clearly identify which staff will be performing staff support to the board and which staff will be working with the service providers. Indicate the percentage of time each staff person will be devoting to each function.
 - Provide a succession plan for the chief executive and other key personnel if such a plan exists.
 - Provide short bios or summaries of background of the assigned staff. Bios should include the following as appropriate to each person's planned duties under this contract:
 - Experience with staffing a board
 - Experience as a facilitator and positive motivator
 - Experience in strategic planning
 - Experience in creating partnerships and/or coalitions and gaining consensus among diverse groups
 - Expert knowledge of WIOA



- Knowledge of economic development principles and practices
- Knowledge of industry clusters
- Experience in policy development
- Experience in oversight and monitoring, particularly monitoring of WIOA and other federal programs
- Experience in labor market research
- Experience in generating revenue
- Experience in marketing
- Depending upon relationship with service providers, experience providing guidance and leadership on technical issues
- Experience in developing and overseeing procurement processes
- Experience in supervision and staff development
- Experience in integrating systems
- Experience in technology support and developing technology systems
- Experience in managing a data system

3. Financial Management:

- a. Describe your fiscal/accounting systems and your experience with managing federal/state grant funds. Financial records must be available for audit and monitoring purposes.
- b. Include an explanation of any audit findings in the past two years.
- c. Describe your organizations process for tracking, invoicing, and reporting expenditures by grant, AJC location, cost classification, and line item to facilitate required reporting.
- d. Describe any specific experience regarding systems reconciliation requirements for direct participant cost data. Describe how your organization can contribute to the region's success in meeting these requirements.
- e. Describe how your organization will manage cash flow with a reimbursement contract.
- f. See Attachment C. Additional funding will be made available and final amounts will vary based on additional funding to Region 1 from DWD and other sources throughout the year. All bidders should provide some narrative on their willingness and ability to adjust their operations to accommodate additional funding or reductions in funding.
- g. If WIOA costs you incurred in Region 1 were subsequently disallowed as a result of audit or monitoring, does your organization have the capability to repay these funds? If so, identify the source.

4. Information Management

- a. Region 1 uses the DWD's participant reporting and case management system. Describe your approach to:
 - Developing and implementing processes to collect, manage, and utilize information about the system
 - How will OSO case managers ensure that plan participants have successful outcomes.
 - Ensuring timely data entry on program participants
 - Validating program eligibility
 - Using information to make decisions that will improve efficiency and effectiveness



5. Technology Support

- b. Describe how you will manage, support, and advance the integrated technology system currently in place at the WorkOne offices. Also provide information on:
 - Your plan to keep systems up to date
 - Any innovation you would bring to the WorkOne system with an example of previous experience
 - Your proposed response time to field staff issues or problems

6. Marketing and Public Relations

- c. Describe how you will develop an overall marketing plan. Include the following:
 - Your ideas for marketing the WorkOne system
 - How you will evaluate the effectiveness of marketing strategies
 - How you will assist the board in developing a public image for the board itself and improve its public relations
 - How outreach in the region will occur

2.2 Component #2: Adult & Dislocated Worker Service Provider

The proposal for Title I Adult & Dislocated Worker Service Provider should provide a detailed explanation for each of the following questions:

1. General:

- a. Provide a brief description and history of your organization.
- b. Include an overview of your mission/vision and how it relates to this component/RFP.
- c. Provide a summary of your past experience, or similar services, related to this component of the RFP, including any unique expertise that distinguishes your organization to provide this service.
- d. Describe how the availability of services to adults and dislocated workers will be marketed across the seven counties within the Region. Also describe how recruitment of these populations will be conducted.
- e. Describe the steps that will be taken to ensure a thorough understanding of and ability to implement the eligibility, assessment, case management, and counseling of services of the WIOA and local WDB that will be provided to Adults and Dislocated Workers.
- f. Describe the organization's plan for ensuring compliance with the roles and responsibilities of the Career Services Provider described in 20 CFR section 678.
- g. Describe your organization's understanding of the services that will result in direct client expenditures (i.e. Supportive services, ITAs, OJT, work experience, etc.). For each type of service, describe how it will be decided which customers receive that particular type of service and how the amount of financial assistance will be determined for each customer in an integrated system.
- h. Describe how the organization plans to deliver rapid response services as described in 20 CFR 687 in the event of a facility closure or large dislocation. Also describe how rapid response activities will be coordinated between business services staff and WorkOne staff.
- i. Describe how customer feedback will be collected and used to make continuous improvements to services.



- j. Describe your understanding how seamless services should be provided between WorkOne programs including Adult, Dislocated Worker, Youth, Business Services, Wagner-Peyser, Trade Adjustment Assistance, Veterans Programs, TANF, Adult Education and Vocational Rehabilitation.
- k. Describe how you will market and implement an effective on-the-job training component to employers.
- l. Describe the process your organization has in place for dealing with external complaints and their resolution. Also describe your organization's policies for ethical behavior and disciplinary actions.

2. Staffing Plan and Organizational Chart

- a. Include a detailed staffing plan (number, qualifications, job descriptions, etc.) to provide services described in this component/RFP. Include an organizational chart, including the relationship to your current organizational structure. Identify key management staff with a summary of their qualifications, including brief resumes.
- b. Provide a plan of implementation, including potential subcontracting of services, onboarding of staff, coordination with current provider, adaption of local policies and relationship with the NWIWB (administrative entity and fiscal agent).
- c. If your organization is bidding on both components, include a narrative of your proposed firewall to avoid conflicts of interest.

3. Financial Management

- a. Describe your fiscal/accounting systems and your experience with managing federal/state grant funds. Financial records must be available for audit and monitoring purposes.
- b. Include an explanation of any audit findings in the past two years.
- c. Describe your organizations process for tracking, invoicing and reporting expenditures by grant, AJC location, cost classification, and line item to facilitate required reporting.
- d. Describe any specific experience regarding systems reconciliation requirements for direct participant cost data. Describe how your organization can contribute to the region's success in meeting these requirements.
- e. Describe how your organization will manage cash flow with a reimbursement contract.
- f. See Attachment C. Additional funding will be made available and final amounts will vary based on additional funding to Region 1 from DWD and other sources throughout the year. All bidders should provide some narrative on their willingness and ability to adjust their operations to accommodate additional funding or reductions in funding.
- g. If WIOA costs you incurred in Region 1 were subsequently disallowed as a result of audit or monitoring, does your organization have the capability to repay these funds? If so, identify the source.
- h. Describe how you will help ensure an efficient use of the WIOA funds while maximizing services provided for adults, dislocated workers, and youth utilizing the Eligible Training Providers List (ETPL).
- i. Describe how you will work with required partners, and others co-located at the AJC, including leveraging funds for the system by co-enrolling appropriate customers.
- j. Describe how WIOA services will assist customers in locating and retaining employment.



- k. Describe your strategy to meet or exceed the LWDA's performance goals for this RFP. How will your organization manage measurement, achievement, and documentation of performance standards? Include specific performance targets related to State and Federal Performance Measures.

Section 3: Submission & Evaluation

Bidders Questions

All questions that interested parties may have can be directed to the third-party procurement agent, TPMA, Kristopher Subler at: ksubler@tpma-inc.com. Questions must be submitted via email by March 15, 2019. Responses to questions will be posted by March 19, 2019 on the TPMA procurement portal website, <https://www.tpma-inc.com/nwiwb-procurement> along with other relevant information, including the RFP, attachments, procurement timeline, contact information, etc.

An entity's failure to submit a complete proposal or to respond in whole to RFP requirements will result in the proposal being deemed non-responsive and thus ineligible for funding. A proposal may also be deemed non-responsive if the submitted price is found to be excessive or inadequate as measured by criteria stated in the RFP, or the proposal is clearly not within the scope of the project described and required in the RFP. NWIWB reserves the right to cancel this procurement at any time, for any reason.

Proposal Instructions

As mentioned in this RFP, bidders have the option of bidding on Component #1 or Component #2, or both. Each component's Scope of Work should be completed entirely, should not exceed 15 pages, and be typed in 12-point font, single-spaced, 1" margins on all sides, page numbers, and table of contents.⁴ Once completed, interested parties must submit their proposal electronically to Kristopher Subler at ksubler@tpma-inc.com. Please have your proposal organized in the following manner for each component:

- Attachment A: Cover Page
- Attachment B: Conflict of Interest Form
- Attachment C: Budget Form & Narrative
- Attachment D: Reference Form and Letters
- Attachment E: Drug Free Workplace Certification
- Attachment F: Certification Regarding Lobbying
- Two (2) Years of Audited Financial History
- Organizational Chart
- Documentation of registration for private, for-profit, or non-profit organizations (if applicable)
- Proposal (scope of work)

Bids that fail to follow this order will risk losing points in their overall score. Organizations that bid on both components are not required to submit duplicate materials, such as:

- Attachment A: Cover Page

⁴ Each bid is allotted 15 pages. If the bidder decides to bid on both contracts, they are allotted 15 pages per proposal (30 pages total).



- Attachment B: Conflict of Interest Form
- Two (2) Years of Audited Financial History

Evaluation and Award

Proposals will be evaluated by TPMA, as the third-party procurement agent, to ensure each submission meets all criteria outlined in this RFP. The procurement team will develop and use a scoring matrix that is agreed upon by the NWIWB to evaluate each proposal. Each section of the scoring matrix is worth the following amount of points:

| Section | Points |
|---------------------------------|------------|
| Organization Background | 15 |
| Capacity | 15 |
| Partnerships & Community | 15 |
| Program/Program Outcome(s) | 20 |
| Technology, Data, & Reporting | 10 |
| Financial/Fiscal Accountability | 20 |
| Attachments & Formatting | 5 |
| TOTAL | 100 |

All items that are mandatory (e.g., inclusion of attachments, financials, etc.) are considered pass/fail. If necessary, TPMA will conduct phone interviews to clarify any concerns or questions.

Notice of Award

All respondents will be notified by email as to their award status. Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

Appeals Process

Any disagreements resulting from this procurement process must be addressed in the same manner outlined in the appeals policy for monitoring disagreements, located at the following link:

<https://www.tpma-inc.com/nwiwb-procurement>

Fiscal Review

TPMA, in coordination with the NWIWB, will also conduct a fiscal review of all qualified proposals. We will review proposal budgets, agency audits, and responses to questions related to fiscal operations. The NWIWB reserves the right to review and request further information regarding the respondent's financial situation, if not sufficiently outlined in the submitted audit(s). The NWIWB reserves the right to assess the risk posed by any recent, current, or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event that might affect an organization's ability to operate the requested program.

Past Program Performance

TPMA may review a respondent's performance on any previous and/or existing grant agreement(s) as well as check references submitted from other grantors. Achievement of grant agreement outcomes, along with compliance with programmatic and fiscal guidelines and timelines may be evaluated. The review team may perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, the NWIWB may also: 1) meet with representatives of the responding entity to discuss the proposed program and budget; 2) identify and/or negotiate program or



budget changes the responding entity must make as a condition of funding; and 3) identify other documentation the entity must provide as a condition of funding; 4) negotiate numbers of adult, dislocated worker, and youth to be served.

Accessibility and Equal Opportunity

TPMA and the NWIWB is committed to equal access for all customers to all services. All contractors must ensure equal opportunity to all individuals. No individual in the Northwest Indiana region shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any Workforce Innovation and Opportunity Act funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. All entities are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This includes ensuring contract staff receive accessibility training and may involve developing accessibility plans. All respondents must ensure all written materials and communications include the statement: "Reasonable accommodations and auxiliary equipment and services are available upon request."

Contract Award

The contract will be awarded based on the most responsive bidder whose offer is most advantageous to the NWIWB in terms of cost, functionality, past performance, and other factors specified in this RFP. The award may be negotiated at the discretion of the NWIWB or made on the basis of the initial bid/offer received, without discussions or requests for best and final offers.



Attachment A: Cover Sheet

Please complete this **mandatory** cover sheet accordingly.

| | | | | |
|---|---|----------------------|--------------------------|-----------------------|
| Organization Name | | | | |
| Address | | | | |
| Phone Number | | | | |
| Number of Years in Business | | | | |
| FEIN # | | | | |
| DUNS # | | | | |
| Acknowledgement that Proposing Entity is up-to-date on taxes and not currently debarred or suspended. | | | YES | NO |
| Type of Organization (check all that apply) | <input type="checkbox"/> | Higher Education | <input type="checkbox"/> | Private |
| | <input type="checkbox"/> | Community-Based Org. | <input type="checkbox"/> | Business Organization |
| | <input type="checkbox"/> | Government Agency | <input type="checkbox"/> | Other (explain) |
| | <input type="checkbox"/> | Labor Organization | | |
| | <input type="checkbox"/> | Non-Profit | | |
| <input type="checkbox"/> | Employment Service State Agency (Wagner-Peyser) | | | |
| Contact Person | | | | |
| Contact Person's Email Address | | | | |
| Signatory Authority Signature | | | | |

Please indicate which contract your organization is pursuing:

_____ Component #1 – Staffing to the Board and One-Stop Operator

_____ Component #2 – Adult & Dislocated Worker Service Provider

_____ Both

Proposed Budget Amount:

_____ Component #1 – Staffing to the Board and One-Stop Operator

_____ Component #2 – Adult & Dislocated Worker Service Provider



Attachment B: Conflict of Interest Form

By submitting a proposal, the authorized signatory authority of the bidding entity 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 scope of work if the NWIWB awards a contract. A conflict of interest would arise if any individual involved in the preparation of this proposal and delivery of services has a financial or other interest or 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. The NWIWB reserves the right to disqualify a bidding entity should a conflict of interest be discovered during the solicitation process.

Signatory Authority Name and Title

Signature

Date

*Note: This form is a **mandatory** required document to be considered for either component. Bidders should only complete this form once per entry.*



Attachment C.1: Budget Please complete the **mandatory** budget form and narrative explanation below for **Component #1 – Staffing to the Board and One-Stop Operator**.

| | |
|---|----|
| Salaries | \$ |
| Benefits | \$ |
| Travel | \$ |
| Supplies (shared all AJCs) | \$ |
| Operational (supplies, communication, etc.) | \$ |
| Subtotal Program | \$ |
| Administrative Indirect | \$ |
| TOTAL BUDGET REQUEST | \$ |

This is a 12-month budget ending June 30, 2020. Subsequent funding, if applicable, will be awarded on an annual basis, July 1 – June 30.

Budget Narrative: Please provide a detailed explanation for each budget line item to justify the cost. Examples of explanations include job titles, wage rate, hours worked/charged, types of benefits and rates, estimated mileage/visits to locations, office and other supplies, and agency program operation or program costs. No travel expenses may be claimed for commute to/from “official station.” Travel expenses may be claimed from the official station. Indiana State Mileage Rate is \$.44.

All funding of this RFP is contingent upon the NWIWB and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the NWIWB.

Note: If an agency is requesting reimbursement for administrative indirect cost, an approved indirect rate proposal from the cognizant agency must be included with the proposal. Indirect cost will be a part of the competitive bid and subject to negotiation.



Attachment C.2: Budget Please complete the **mandatory** budget form and narrative explanation below for **Component #2 – Adult & Dislocated Worker Service Provider**.

| | |
|---|----|
| Salaries | \$ |
| Benefits | \$ |
| Travel | \$ |
| Operational (supplies, communication, etc.) | \$ |
| Program Indirect | \$ |
| Subtotal Budget Request | \$ |
| Direct Participant | \$ |
| TOTAL BUDGET REQUEST | \$ |

This is a 12-month budget ending June 30, 2020. Subsequent funding, if applicable, will be awarded on an annual basis, July 1 – June 30.

Budget Narrative: Please provide a detailed explanation for each budget line item to justify the cost. Examples of explanations include job titles, wage rate, hours worked/charged, types of benefits and rates, estimated mileage/visits to locations, office and other supplies, and agency program operation or program costs. No travel expenses may be claimed for commute to/from “official station.” Travel expenses may be claimed from the official station. Indiana State Mileage Rate is \$.44.

Direct Participant Budget: The NWIWB will award all direct participant funds to the successful bidder for payment to vendors, training providers and participants effective July 1, 2019 through June 30, 2020 as a pass-through budget line item. An estimated \$1,900,000 is budgeted for training-specific costs and \$321,000 is dedicated to supportive services. As pass-through funds, Direct Participant funds are not a required bid item.

All funding of this RFP is contingent upon the NWIWB and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the NWIWB.

Note: If an agency is requesting reimbursement for program indirect cost, an approved indirect rate proposal from the cognizant agency must be included with the proposal. Indirect cost will be a part of the competitive bid and subject to negotiation.



Attachment D: References – Bidders are **required** to provide three letters of references who can verify their experience, along with a contact phone number or email. References should be for experience in the past 5 years.

Reference #1 _____

Phone # or email: _____

Reference #2 _____

Phone # or email: _____

Reference #3 _____

Phone # or email: _____

List agency contact information for all current contracts or contracts for the past 3 years. Do not duplicate those listed as references.



Attachment E: Drug Free Workplace Certification

This **mandatory** certification is required by the regulations implementing the Drug-Free Workplace Act of 1988, 34 CFR Part 85. Subpart F. The regulations, published in the January 31, 1989 Federal Register, require certification by grantees, prior to award, that they will maintain a drug-free workplace. The certification set out below is a material representation of fact upon which reliance will be placed when the Contracting entity determines to award the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government-wide suspension or debarment (see 34 CFR Part 85, Sections 85.615 and 85.620).

- A. The contractor certifies that it will provide a drug-free workplace by:
 - Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the contractor’s workplace and specifying the actions that will be taken against employees for violation of such prohibition
- B. Establishing a drug-free awareness program to inform employees about:
 - The dangers of drug abuse in the workplace
 - The grantees policy of maintaining a drug-free workplace
 - Any available drug counseling, rehabilitation, and employee assistance programs and
 - The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace
- C. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph:
 - Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
 1. abide by the terms of the statement; and
 2. notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
 - Notifying the contracting entity within ten days after receiving notice under subparagraph (d) (2) from an employee or otherwise receiving actual notice of such conviction;
 - Taking one of the following actions, within 30 days of receiving notice under subparagraph (d) (2), with respect to any employee who is so convicted;
 - Taking appropriate personnel action against such an employee, up to and including termination; or
 - Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or Local health, Law enforcement, or other appropriate agency;
 - Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (1), (2), (3), (4), (5), and (6).

| | | |
|------------------------------------|-----------|------|
| | | |
| Signatory Authority Name and Title | Signature | Date |



Attachment F: Certification Regarding Lobbying

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the Undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant or Federal loan, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant or loan.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant or loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the Award documents for all sub-awards at all tiers (including contracts, subcontracts, and sub-grants under grants and loans) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

| | | |
|------------------------------------|-----------|------|
| | | |
| Signatory Authority Name and Title | Signature | Date |