



NORTHERN
INDIANA
WORKFORCE
BOARD, INC

Request for Proposals

Vendor Workforce Development Services

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Summary of Request

The Northern Indiana Workforce Board, Inc. (NIWB) and the Regional Operator (RO) for Economic Growth Region 2 (EGR-2) are issuing this Request for Proposals (RFPs) to procure an agency that will provide staff and service delivery support to WorkOne Centers in the region. These staff will deliver workforce development services to both job seeker customers and employer customers as required. Bidders should note that the following are fundamental principles of the EGR-2 WorkOne system:

- **Integrated Service Delivery** –The Region 2 WorkOne system will deliver workforce development services through an integrated service delivery model. Included in this integration model will be staff who deliver state funded services through Wagner-Peyser, Trade Adjustment Assistance (TAA), Veterans Services (JVSG), and Re-Employment Services & Employment Assistance (RESEA) programs. The purpose of this RFP is to identify an organization that can provide staffing and service delivery support through Workforce Innovation and Opportunity Act (WIOA) funding in the context of this integrated environment.
- **Functional Supervision** - In the Region 2 integrated model, functional supervision will play a key role within WorkOne operations. To implement this supervisory approach, the NIWB utilizes vendor staff Office Team Leads who are directly responsible for day-to-day operational activities in the five WorkOne Centers in the region. These Office Team Leads assist in programmatic operational decisions concerning customer flow, deployment of staff as necessary to manage the customer flow, and are responsible for the overall quality, effectiveness, and performance of WorkOne services. The Region 2 functional supervision model certainly recognizes that vendor organizations have internal human resource functions that must be managed within their organization. Such functions would include final hiring and firing decisions, benefits administration, and time and attendance reporting. However, it should be noted, that even in these critical human resource areas, Office Team Leads and program managers have input and the opportunity to influence decisions. Through this RFP, the goal is to identify a vendor who can provide staffing and service delivery support to ensure that WorkOne operations function as designed by the Region 2 Leadership Team. The Office Team Leads oversee reporting, data validation, the office program service delivery, and coverage, working directly with the Regional Operator, and program managers to ensure the region meets the needs of employer and economic development partnerships, convenes regional education entities, and develops programs to meet the Region 2 Sector Pathways and Strategies.
- **Team-Based Staff Deployment** - In the Region 2 integrated service delivery model, staff are deployed in functional teams that work together to meet the needs of job seeker and business customers. The specific functional teams that operate in each Northern Indiana WorkOne Center include the Welcome Team, the Employer Services Team, and the Success Coaches. As part of regional WorkOne operations,

there is also a regional Business Services Team (made up of NIWB, Vendor, and Partner staff) to coordinate all business service activities. The region maintains a Workshop Team to deliver in-house training activities across the five counties of the region, going into the community and to employers when necessary, and delivering coordinated workshops with all Partner agencies. In addition, there is one position in the South Bend WorkOne, the Elkhart WorkOne and one representing the three southern counties that serve as “quality control and contacts” for the formal supervisors. Through this RFP, the NIWB is seeking an organization that can staff each of these functional teams with professional staff who can deliver high quality services to customers.

Highlights

The NIWB is seeking interested organizations that demonstrate the five critical characteristics listed below:

- Competent and cooperative management with a vision for staffing and supporting the Northern Indiana WorkOne system
- A commitment and ability to ensure that customer service oriented staff are available to serve Region 2 job seekers and employers
- Flexibility in deploying human resources and an ability to adapt to change as economic conditions and operational needs evolve
- Have field staff managed by Programmatic Functional Supervisors as determined by the NIWB and Leadership Team.

Types of Jobs to Be Delivered:

Following the Triage of all customers to determine the appropriate services to meet their individual needs, the NIWB has identified the following key functions of staff that work in the Northern Indiana WorkOne system:

- Interview job seekers to identify barriers to employment and identify WorkOne (including all partner agencies comprising the WorkOne system) services that will help address these barriers.
- Deliver a variety of skill development and job seeking services for customers addressing their needs in the areas of education and employment. These services are delivered either in group settings or one-on-one as appropriate.
- Facilitate and deliver workshops and group sessions instructing customers on various skills, including basic skills development, customer service, computer skills, and job search skills.
- Assessing customer readiness for training and committing financial resources to support customers with tuition, books, and other training-related expenses.
- Meet with customers to assist them in their job search effort (resumes, interviews, internet job search, and other topics). Assist job seekers in locating appropriate job openings and refer these individuals to these jobs.
- Maintain documentation of customer activities in the WorkOne management information system.

The NIWB requires the successful bidding organization to hire Office Team Leads to assist in the performance management of WorkOne staff and service delivery activities. NIWB staff assist Office Team Leads in the management of WorkOne operations and are selected based upon their experience, skills, and leadership abilities. This would be the only "management or leadership" of programs and services the successful bidding organization would provide in the region other than Human Resource (HR) functions for staff members. All HR issues are managed by the successful bidding organization. All eligibility determinations and operational decisions are handled in coordination with the NIWB program managers and the Office Team Leads. The work is coordinated through the Regional Operator who is contracted by the NIWB to ensure coordination of services and performance. All operations are coordinated by the Regional Leadership Team.

Location

Region 2 is comprised of St. Joseph, Elkhart, Kosciusko, Fulton, and Marshall Counties. Comprehensive WorkOne offices are located in South Bend and Elkhart, Indiana. Affiliate Offices are located in Warsaw, Rochester, and Plymouth, Indiana. While some offices are considered affiliate offices, customers are able to access all workforce development services in every office. The successful bidder for this contract will ensure staffing for all five counties.

Hours of Operation

All offices are open from 8 AM to 4:30 PM to reflect the state hours of operation. The offices also follow the State Holiday schedule. The successful bidder will have staff available to cover these hours of operation. Offices are known as WorkOne American Job Centers:



Additional Guidance

The NIWB intends to be as inclusive as possible in this solicitation. The goal is to receive several high quality proposals that articulate clear and aggressive strategies for staffing WorkOne centers and ensuring the delivery of workforce services to customers. The resulting contract with the successful bidder will be for a two-year period which may begin any time

after contract negotiations are completed. Based on performance, the NIWB may elect to renew the contract for up to two additional years.

The NIWB is looking for an organization that can provide staff to deliver WorkOne services at all WorkOne Centers located in the region. However, by submitting a proposal the bidder is assuring the NIWB that it will provide additional staff to deliver workforce services whenever additional grant funding is secured.

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

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

Bidding organizations should note that under the requirements of the Freedom of Information Act (FOIA), the contents of your proposal or other information submitted to the NIWB is subject to public release upon request, except those items specifically exempt from disclosure. The bidder shall mark as "proprietary" those parts of its proposal that it deems proprietary. However, the bidder is alerted that this marking is advisory only and not binding on the NIWB. If there is a request from the public under FOIA to inspect any part of the proposal so marked, the NIWB will advise the bidder and request further justification in support of the "proprietary" marking. If the NIWB determines, after receipt of the justification, that the material is releasable, the bidder will be notified immediately. Under no circumstances will a proposal or any part of a proposal be released prior to the contract award decision.

The specifications in this RFP may change based on issuance of State or Federal policy or WIOA re-authorization. By submitting a proposal, the bidder agrees to work cooperatively with the NIWB to comply with subsequent changes.

The successful bidder will be required to maintain a local management office within Region 2 to work with the NIWB in resolving functional supervision issues and any other staffing or

personnel issues as required. The successful bidder will also need to identify a single point of contact who will work with the NIWB on all such issues.

In the event of a transition to a new service provider, the successful bidder will be required to offer consideration to all staff who currently work in the Northern Indiana WorkOne system. In the event of a transition, the NIWB will work with the successful bidder to make this transition as quick and efficient as possible.

To ensure a fair and open process for all interested bidders, the following time table will be used with this RFP process:

RFP Issued	July 13, 2018
Questions and Answers Deadline	July 20, 2018
Proposals Due	August 17, 2018
Proposal Review Complete	August 31, 2018
Workforce Board Approval	September 14, 2018
Contract Negotiations Complete	September 21, 2018
Contractor Begins Delivering Services	October 1, 2018

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

Proposal Requirements

Proposals must be received by noon EST, August 17, 2018 in person or by mail at the address indicated. Proposals received after that time and date will be rejected. Please note that proposals must be received, not postmarked by noon August 17, 2018. Proposals shall not be submitted electronically or by FAX except as noted in item B below for the CFO.

A. To be complete, your proposal must include:

- ✓ Attachments completed with requested information and executed properly.
- ✓ One copy of the proposal with original signatures clearly labeled "ORIGINAL."
- ✓ Five copies of the proposal clearly labeled "COPY."
- ✓ An electronic copy of the proposal must also be submitted via email and sent to the attention of Jeff Balogh, CFO, at jbalogh@gotoworkone.com
- ✓ All pages must be numbered
- ✓ Proposal is limited to 15 single-sided pages
- ✓ Proposals that fail to follow instructions and do not include all applicable information and forms may not be considered.

- B. Attachment A - Non-Collusion Affidavit must be signed and submitted.
- C. Attachment B - Assurances and Certifications must be signed and submitted.
- D. Your response to the narrative section of the proposal is limited to no more than 15 pages. This page limitation is imposed for the sake of the reviewers of your proposal. This limitation does not include other sections of your proposal such as Attachments A and B, your audit or annual financial reports, and other attachments such as resumes and organizational charts.

Proposals may be hand delivered or mailed to the following address:

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

Questions regarding this RFP may be submitted in writing to:

Barbara White via email to bwhite@gotoworkone.com.
 (Questions will be addressed until July 20, 2018)

Bidders have the right to appeal any action or decision related to this RFP. Appeals must be submitted to the Northern Indiana Workforce Board, Inc. and will be reviewed and investigated by the Board. The decision of the Workforce Board in such situations shall be final. Bidders wishing to make a formal appeal should do so in writing to:

Todd Bruce, NIWB Board Chair
 851 Marietta Street
 South Bend, IN 46601

Checklist for Proposal Submission

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

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

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

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

Proposal Statement of Work

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

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

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

1. Provide an overall description of your organization. What is your organization's mission and vision, governance structure, and legal status? Please include an organizational chart for your management structure that highlights key management personnel and their proposed roles with this project. **(2% of overall rating)**
2. Describe your organization's experience in providing staff to another organization to achieve a specific business purpose. Be specific in your description by detailing the staffing services that were provided as well as the specific services that your assigned staff delivered. Also, please highlight any significant business results or benefits that were achieved from the deployment of your staff to deliver the requested services. **(10% of overall rating)**
3. Please identify your single point of contact for the Region 2 WorkOne system. What experience does your single point of contact have at supporting the staffing and business needs of other customers? Please provide a resume of your proposed single point of contact to highlight the skills they will bring to this role. **(5% of overall rating)**

4. Provide three references and contact information for individuals outside your organization that are familiar with the quality of services your organization is capable of providing. Detail the specific services you provided to these organizations and any results that were achieved. Letters of support are not required and will not be considered in the overall evaluation of bidding organizations. **(3% of overall rating)**

B. Staffing an Integrated WorkOne System (40% of overall rating)

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

1. Describe in specific terms how your organization would staff and support the following WorkOne teams. **(5% of overall rating)**
 - **The Welcome Team** – the Welcome team is staffed by Senior Community Services Employment Program (SCSEP) participants who greet visitors, conduct initial assessments, and begin the WorkOne triage activities – no vendor staff will be required for this position at this time.
 - **The Employment Services Team** – the Employment Team works with job seeker customers on a variety of job to job activities, including resume development, interview preparation, job referrals, labor market information to inform career pathways that best meet the customers skills and interests, and begins to identify additional skills and resources needed.
 - **The RESEA (Re-Employment Services) Team** – the RESEA Team identifies individuals who have filed a claim for unemployment insurance to ensure complete knowledge of services available to assist in re-employment, either in the former career area or in an area the customer feels may better improve their financial stability. This team reviews customers’ skills, work history, and barriers to better employment and assists in developing an Individuals Employment Plan to achieve the customers’ goals.
 - **The Career Advisors Team** – The Career Advisor Team works with job seeker customers on a variety of skill development issues including basic skills, technology skills, soft skills, occupational-specific skills, and others. This team provides support, resources, and coaching to assist the customer in identifying the goals which will lead to self-sufficiency and continued financial growth.

- **The Business Services Team** – the Business Services Team works with employer customers to develop applicant recruitment and assessment plans, customized training activities, on-the-job training programs, and provides the opportunities for Apprenticeships. This team promotes the work of the Governor’s Next Level Jobs Plan, supports the Talent Councils, and works with local Career Tech Education and Adult Ed programs to ensure curriculum is being developed to feed growing employment needs within the region. This team is active with Chambers of Commerce, local HR groups, and Economic Development to ensure a workforce is ready for new employment opportunities coming into Region 2.
- **The Workshop Team** -the Workshop Team develops, schedules, and delivers a wide range of in-house skill development, and job finding workshops. Computer classes are offered to jobseekers and to employers to build the technology needs of the region.
- **MIS/Data Validation and Office Leads** – the Board expects three individuals to be selected with a strong attention to detail, understanding of program performance expectations and ways to achieve them, and the ability to communicate well with office staff. This team will also communicate with the Leadership Team on any issues within the offices.
- **EO Officer/Ticket to Work/Special Projects Coordinator** – the Board expects the vendor to provide an individual with management skills to oversee the special projects for the region, including but not limited to Ticket to Work, Disability grants, Resource Coordination, and EO issues for all region 2 offices.

2. The NIWB (based upon current budget estimates) has identified the potential for thirty one (31) positions (24 are full time positions within the WorkOne offices, 3 are part-time positions, 3 are DV/MIS Office Team Leads and 1 is the EO Officer/Special Projects Coordinator to be funded through this contract. Three positions are part-time. Staffing needs are projected as follows:

Offices/Positions	Employment Team	RESEA Team	Success Coaches	Business Services	Workshop Team
St. Joseph County	1	2 ½	3	4	1
Elkhart County	2	2 ½	1	1	1
South Counties (Shared)				2	1
- Kosciusko	1				
- Fulton			1		
- Marshall	1		½		

Based upon additions or reductions in funding and/or special grants and projects, the successful bidder will be expected to hire additional staff. Please detail how your organization will ensure that **full time staff members** are in these positions and ready to provide services to customers. **(6% of overall rating)**

3. Describe the specific process that your organization will use to ensure that job openings are quickly filled with skilled professionals. What specific assessments, activities, and reviews are involved in your hiring process? What is the estimated length of time that your organization needs to fill a vacancy? What strategies will your organization use to ensure that positions are filled within this time frame? **(10% of overall rating)**

4. Detail how your organization will operate in an environment where functional supervision and WorkOne Center operations are managed by the NIWB. Describe how your organization will interact with and support Office Team Leads in their role as functional supervisors of staff. **(8% of overall rating)**

5. Please provide detail on your approach to managing your human resources. How do you determine the rate of pay for staff? What are key personnel policies that you maintain? What kind of payroll process do you utilize? What are the specific benefits that you offer staff? Please be as specific as possible in this section to ensure that the NIWB has a full and complete understanding of your specific approaches to managing human resources and supporting staff. Also, please attach a copy of any personnel policy or handbook that establishes the guidelines for how your organization will manage human resources. **(8% of overall rating)**

6. In the Region 2 integrated service delivery model, there is an expectation that job seeking and business customers accessing services in the more rural locations of the region will be able to access the same high quality services as customers in larger cities and counties. Describe your organization's ability to provide staffing and service delivery support in the more rural locations of Region 2. **(3% of overall rating)**

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

The bidder should provide information on budgets as follows:

1. Bidders must maintain a financial management system that is auditable and in compliance with generally accepted accounting principles. Financial records must be available for audit and monitoring purposes. Bidders should provide a brief description of the financial accountability of the organization in this section. Bidders should also provide one copy of their most recent independent annual audit or, if your organization is not formally audited, your most recent independent year-end financial report. **(7% of overall rating)**
2. Has your organization had any financial or compliance findings in the last three years? If so, describe what issues were identified and provide a detailed description of how these issues were resolved. If your organization has operated a WIOA Program before, please include as attachments the past two years of monitoring reports. **(5% of overall rating)**
3. As noted earlier in this RFP, the NIWB is projecting that funding exists to support 31 full time and part time staff positions. Based on this level of staff, please detail your organization's budget to support these 31 positions using the following budget categories **(28% of overall rating)**:
 - a. Salaries for 38 staff positions
 - b. Benefits for 38 staff positions (please provide your proposed benefits rate within this budget category)
 - c. Management or organizational fees charged by the bidding organization
 - d. Any other costs to be charged by the bidding organization

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

In addition, please complete a formal budget plan using the Excel format provided by the NIWB. Instructions for completing a Budget Plan are located in the first tab of the file. Questions regarding this budget plan may be submitted in writing to Barbara White via email to bwhite@gotoworkone.com. Budget questions will be addressed until August 17, 2018.

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

Appendix

Attachment A

Non-Collusion Affidavit

State of Indiana

County of _____

The respondent is hereby giving oath that it has not, in any way, directly or indirectly, entered into any arrangement or agreement with any other respondent or with any officer or employee of the Northern Indiana Workforce Board whereby it has paid or will pay to such other respondent or officer or employee any sum of money or anything of real value whatever; and has not, directly or indirectly, entered into any arrangement or agreement with any other respondent or respondents which tends to or does lessen or destroy free competition in the letting of the agreement sought for by the attached response; that no inducement of any form or character other than 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

Title

Date

Attachment B

Assurances and Certifications

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

1. The bidding organization agrees to comply with all applicable State and Federal laws and regulations governing the Workforce Innovation and Opportunity Act, the Northern Indiana Workforce Board (NIWB), and any other applicable laws and regulations.
2. The bidding organization has not been debarred or suspended or otherwise excluded from or ineligible for participation in federally funded programs.
3. The bidding organization possesses legal authority to offer the attached proposal.
4. A drug free workplace will be maintained in accordance with State of Indiana requirements.
5. By submitting a proposal the bidder certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the plan of work if NIWB awards a contract. A conflict of interest would arise if any individual involved in the preparation of this RFP, proposal review and rating or award decisions has a financial or other interest in or represents the bidding organization and would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. NIWB reserves the right to disqualify a bid should a conflict of interest be discovered during the solicitation process.
6. The bidding organization assures that if awarded a contract by NIWB, it will comply with Regional, State and Federal program and financial monitoring requirements. This means the bidder will make available required information (both program and financial) as is required to satisfy local, state, and federal monitoring expectations.
7. The bidding organization assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act of 2014; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; The Age Discrimination Act of 1975, as amended; and Title IX of the Education Amendments of 1972, as amended.

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

Signature of Authorized Representative

Print or Type Name

Title

Date