

Request for Proposals

for

**Workforce Investment and Opportunity Act
One-Stop Operator and Service Provision
in
Indiana Economic Growth Region 4**

**Services to be Delivered
July 1, 2017– June 30, 2019**

RFP Issue Date: March 24, 2017

Important Dates:

Mandatory Bidders Conference: Tuesday, April 4, 2017 1:30pm (EST)

Mandatory Letter of Intent to Bid Due: Monday, April 10, 2017

Additional Questions Due: Tuesday, April 11, 2017

Proposal Due Date: Tuesday May 9, 2017 4:30 PM (EST)

Interviews: Week of May 14, 2017

Board Approval: Week of May 21, 2017

Award Announced: Week of May 21, 2017

Contract Negotiations Begin: Week of May 28, 2017

Contract Begins: July 1, 2017

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I. Background and General Information

Tecumseh Area Partnership, Inc. (TAP) doing business as Region 4 Workforce Development Board (R4WDB) is a 501(c)(3) organization serving as the Workforce Development Board in Economic Growth Region 4 (EGR 4) and as such is responsible for the administration and oversight of employment and training services within the Region. EGR 4 is located in West Central Indiana and consists of Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren and White. The Region 4 website may be visited at <http://www.region4workforceboard.org>.

On July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law. WIOA is a federal program funded through the U.S. Department of Labor and is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA provides new authorizing legislation for programs previously authorized under the Workforce Investment Act (WIA) and is the first legislative reform in sixteen years of the public workforce system.

The purpose of the WIOA Programs is to meet the talent needs of local companies by providing workforce development activities to job seekers that will increase their employment retention and earnings. As a result, successful application of these activities will improve the quality of our workforce and enhance the productivity and competitiveness of the local area. The Region 4 Workforce Development Board is issuing this Request for Proposals (RFP) seeking proposals for the One-Stop Operator and WIOA adult, dislocated worker, youth and business services to be provided in One-Stop Center located in this region. The R4WDB 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.

Respondents must bid for One-Stop Operator and WIOA Service Provision (Adult, Dislocated Worker, Youth and Business services). The area to serve may include all 12 counties or a portion thereof.

EGR4 operates an integrated service delivery model, whereby all business, adult, dislocated worker and youth customer services are delivered by functional teams that are comprised of individuals from a variety of funding streams and organizations. This integrated service strategy has been set by the R4WDB and implemented by the Leadership Team. Continuous improvement is the responsibility of both the R4WDB and Leadership Team. Interested organizations are encouraged to go to the Region 4 website at www.region4workforceboard.org to read the R4WDB local plan in its entirety.

There are ten One-Stop Centers in Economic Growth Region 4, two comprehensive service centers and eight affiliate sites/access points. Comprehensive One-Stop Centers are located in Lafayette and Kokomo. The affiliate sites and access points are located in Crawfordsville, Frankfort, Logansport, Monticello, Peru, Oxford, Delphi, & Tipton.

II. Characteristics of Successful Respondent (s)

The Board is seeking qualified entities to provide innovative high quality integrated services. Organizations making application must demonstrate experience and expertise in the characteristics listed below:

- Reflect the establishment of robust partnerships including Adult Basic Education, Wagner-Peyser, Jobs for Veterans State Grants Program, Migrant Seasonal Farmworker Program, Senior Community Service Employment Program, Vocational Rehabilitation Program, and other key partnerships

- Organize and integrate services by function rather than by program
- Effectively use the integrated case management system
- Proven ability to manage data for reporting and for decision-making, both internally and in collaboration with other agencies
- Participate in evaluations that support continuous improvement
- Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use of *technology to achieve integration and expanded service*
- Use common performance indicators to ensure that employment and training programs are labor market driven and accountable to participants (i.e. skill gain, employment, and jobseeker and employer satisfaction)
- Cross-train One-stop center staff to increase staff capacity, expertise, and efficiency
- Provide *highly trained career managers and counselors and business-facing staff* skilled in advising jobseekers and assisting employers

Successful respondents will also demonstrate excellent customer service to employers and job seekers and reflect innovative and effective service design by providing:

- One-stop center space that reflects welcoming environment
- An integrated intake process for all customers
- Customer access through multiple entry points, utilizing a more flexible system for delivery of customer centric services including offering services throughout the region, possibly at partner agencies, community organizations, libraries, other sites and virtual
- Innovative and evidence-based delivery models that improve the integration of education and training and career pathways that lead to industry recognized credentials
- Quality job seeker services:
 - Provide individual job matching and job readiness services so that job seekers are matched with appropriate openings based on their skills and interest and are prepared for interviews
 - Provide job seekers with the skills and credentials necessary to secure and advance in employment
 - Create opportunities for individuals at all skill levels and levels of experience
 - Provide customers, labor market, **job-driven information**, and related education and training
 - Provide skills development and job placement services
 - Focus on career pathways as an effective strategy to help job seekers and workers gain marketable skills and industry-recognized credentials
 - Provide information and guidance to make informed decisions about training and careers to compete in current and future labor markets
 - Provide career services that motivate, support, and empower customers, *including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, veterans, individuals with criminal backgrounds, and recipients of public assistance*
 - Ensure in-school and out-of-school youth have access to employment/higher education leading to sustainable career pathways
 - Assess and improve each individual's basic, occupational, and employability skills

By contracting with the R4WDB, organizations that receive Workforce Innovation and Opportunity Act Funds are acknowledging their role in the regional achievement of WIOA/Common Measures. Each organization holds crucial pieces of the process which move the region to successful WIOA/Common Measures performance. At contracting, each organization's performance targets by

service area will be given and incorporated into the contract. It is expected that performance targets are met as outlined in the contract. Reports to the R4WDB (or designee) are required.

The resulting contract(s) with the successful respondent(s) will be for a two-year period, **July 1, 2017 to June 30, 2019**. Based on performance, the contract may be renewable for one or two option years until June 30, 2021. The form of the contract will be cost-reimbursement.

III. Rights and Assurances

The R4WDB reserves the right to reject portions or the entirety of any or all proposals received or to award, without discussions or clarifications, a contract on the basis of initial proposals received, if that is deemed to serve the best interests of the Board and EGR4. Further the R4WDB reserves the right to conduct discussions, either oral or written, with those respondents determined to be reasonably viable candidates for award. If discussions are held, best and final offers may be requested. Successful respondent(s) may be asked to further negotiate their proposal before the R4WDB will make any final commitment.

Therefore, each proposal should contain the respondent's best terms from a price and technical standpoint. The R4WDB also reserves the right to reopen discussions after receipt of best and final offers if it is deemed to serve the best interests of the Board and EGR4.

This Request for Proposals is not in itself an offer of work nor does it commit the R4WDB to fund any proposals submitted. The R4WDB is not liable for any costs incurred in the preparation or research of proposals.

All commitments made by the R4WDB are contingent upon the availability of funds and the R4WDB reserves the right to award an amount less than the total funds available for bid contained in this RFP.

The R4WDB 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 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participate in any WIOA Title 1-financially assisted program or activity;
- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination on the basis of age; and
- Title IX of the Education Amendment of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The R4WDB 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 R4WDB's operation of the WIOA Title 1-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIOA Title 1-financially assisted program or activity. The R4WDB understands that the United States has the right to seek judicial enforcement of the assurance. 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 proposal all respondents are providing an assurance that they will comply with the above nondiscrimination and equal opportunity provisions.

The R4WDB is exempt from federal, state and local taxes and will not be responsible for any taxes levied on the respondent resulting from the contract based on this RFP.

The specifications in this RFP may change based on issuance of State or Federal policy, SWIC, or WIOA re-authorization. The Board will work with the successful respondent(s) to implement any changes required by the State or Department of Labor. By submitting a proposal, the respondent(s) agrees to work cooperatively with the R4WDB to comply with subsequent changes.

By submitting a proposal the respondent 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 the R4WDB 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 responding 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. The R4WDB reserves the right to disqualify a bid should a conflict of interest be discovered during the solicitation process.

By submitting a proposal the respondent assures that it will provide additional services as requested under additional grants awarded to the West Central Indiana Regional Workforce Development Area.

The respondent(s) assures that if awarded a contract by the R4WDB, it will comply with Regional, State and Federal program and financial regulations, policies and directives, as well as comply with any and all monitoring requirements.

All respondents have the right to appeal the process. Parties wishing to challenge the process may submit their objections in writing to the Executive Director within three business days after the date of notification of intent to award to selected sub recipient. Appeals must state the specific reason for appeal, and must be based on one or more of the following criteria:

- A clear and substantial error or misstated facts by the rating team upon which the decision was made.
- Unfair competition or conflict of interest in the decision making process.
- Any illegal or improper act or omission in connection with the solicitation or selection of the responder.
- Other grounds that may substantially alter R4WDB's award decision. The Executive Director will review the appeal and respond within ten days after receipt of the letter from the aggrieved proposer. Failure to file a protest within three business days after the date of notification of intent to award the contract will constitute a waiver of the responder's right to appeal.

IV. RFP Process and Proposal Narrative

A. RFP Timeline

On March 24, 2017, the RFP will be released for proposals. Below is a list of key deadlines and requirements related to the RFP:

Date	Time	Requirements of RFP Process
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Tuesday, April 04, 2017	1:30 pm Eastern Standard Time	Mandatory Respondents Conference @ TAP
Monday, April 10, 2017	4:30 pm Eastern Standard Time	Mandatory Letter of Intent Due
Tuesday, April 11, 2017	4:30 pm Eastern Standard Time	Last date to submit questions regarding this RFP. Questions will be accepted only if sent electronically, by fax, or mail to the contact person listed.
Tuesday, May 9, 2017	4:30 pm Eastern Standard Time	Complete proposals submitted. This includes hard copy and electronic versions.
Week of May 14, 2017	To be Determined	Organization Interviews
Week of May 21, 2017	To be Determined	Board Approval & Public Announcement
Week of May 28, 2017	To be Determined	Contract Negotiations Begin
July 1, 2017	8:00 am Eastern Standard Time	Contract Begins

B. One-Stop Operator Services Solicited Under this RFP:

The Workforce Innovation and Opportunity Act (WIOA) of 2014 defines the required activities authorized for the one-stop Operator role and delivery of career, training and business services. Respondents are encouraged to read the Act to understand the scope of authorized activities.

Under WIOA, the One Stop Operator **must**:

- Coordinate the service delivery of required one-stop partners and service providers.

The Operator will also be responsible for implementing and managing the workforce system under guidelines and rules established by the Board. Duties include, but are not limited to:

- Managing daily operations in coordination with partner services
- Managing partner responsibilities defined in the Memorandum of Understanding (MOU) among partners

Note: The One-Stop Operator cannot assist in the development, preparation and submission of local plans. They cannot manage or assist in the competitive process for selecting operators or select or terminate One-Stop Operator, Service Providers and Youth Providers. Local Workforce Development Boards are responsible for the negotiated performance measures and budgets.

Below is a description of other programs and approximate funding amounts for the One-Stop Centers in PY17. These funds supplement the total WIOA funds and are provided to inform the respondent about these funding sources and service focus.

One-Stop Centers receive funds to assist in the co-location of state staff for the four programs below. Each program has at least one state staff member located at the Comprehensive One-Stop Centers. For these programs, recipients are responsible for integrating the partner staff within the delivery system of the One-stop center (except UI adjudication staff). The following are core funding sources that provide support to the overall One-stop Center operation:

Wagner Peyser (Employment Services)

Estimated PY17 funding for career centers: \$*

Funding Source: U.S. Department of Labor

Duration of funding: Annually

Summary: The Wagner Peyser funding is issued by the U.S. Department of Labor to assist One-Stop Center in their overall operation including providing basic and individualized services to job seekers and employer services.

Trade Adjustment Assistance (TAA) Case Management

Estimated PY17 funding for One-Stop Center: \$*

Funding Source: U.S. Department of Labor

Summary: The Trade Adjustment Assistance (TAA) Case Management funding is issued by the U.S. Department of Labor to support case management services to customers who have lost their jobs as a result of foreign trade to quickly rejoin the workforce by providing them with the means to attain competitive and marketable skills for today's increasingly competitive work environment. One-Stop Center facilitate case management services for TAA customers including submitting training packages for approval to the Department of Workforce Development (DWD).

Disabled Veterans Outreach Program (DVOP)

Estimated PY17 funding for One-Stop Center: \$*

Funding Source: DWD

Duration of funding: Annually

Summary: The Disabled Veterans Outreach Program (DVOP) is funded by the Indiana Department of Workforce Development (DWD). Veteran Representatives develop job and training opportunities for veterans, with special emphasis on veterans with service-connected disabilities. One-Stop Center receive funds for support of State-employed co-located Veterans Representative on-site.

Unemployment Insurance (UI) Adjudication

Estimated PY 17 funding for One-Stop Center: \$*

Funding Source: DWD

Duration of funding: Annually

Summary: The Unemployment Insurance (UI) adjudication program is issued by the Indiana Department of Workforce Development (DWD). Unemployment Insurance Claims adjudicators are stationed at the comprehensive One-Stop Center to adjudicate UI claims. Centers receive funds for support of the State-employed UI Claims Representatives on-site.

*Funding is through Indiana Department of Workforce Development and varies year-to-year.

The following are non-core funding sources to provide support to specific workforce programs:

Ready to Work Grant (RTW)

Estimated PY17 funding for One-Stop Center: \$2.1M

Funding Source: U.S. Department of Labor

Duration of funding: 11/1/2014 - 10/31/2018

Number to be served in EGR 4: 800

Summary: Grant program is designed to effectively recruit and serve long-term unemployed workers built around a comprehensive, up-front assessment resulting in customized interventions across three tracks: 1) intensive coaching and other short-term, specialized services culminating in direct job placement into middle and high-skilled jobs; 2) short-term training leading to employment; and 3) accelerated skills training along a career pathway that leads to an industry-recognized credential and employment.

America’s Promise Job Driven Grant (APG)

Estimated PY17 funding for One-Stop Center: \$1.5 M

Funding Source: U.S. Department of Labor

Duration of funding: 1/1/2017-12/31/2019

Number to be served in EGR 4: 1124

Summary: This grant program is designed to create or expand regional partnerships between employers, economic development, workforce development, community colleges, training programs, K-12 education systems, and community-based organizations that make a commitment – or a “promise” – to provide a pipeline of workers to fill existing job openings, meet existing employer needs for expansion, fuel the talent needs of entrepreneurs, and attract more jobs from overseas. These funds will be used to cover tuition and the costs of training-related activities on a first-dollar basis ensuring that training and education are free to individuals. Participants may use other sources of aid—such as Federal financial aid—to cover supplies, books, room and board, and other training-related expenses.

Reemployment Services and Eligibility Assessment (RESEA) Program

Estimated PY17 funding for One-Stop Center: \$330,000

Funding Source: U.S. Department of Labor

Duration of funding: Annually

Number to be served in EGR 4: 3646 participants

Summary: The Reemployment Services and Eligibility Assessment (RESEA) Program is funded by the U.S. Department of Labor to help Unemployment Insurance claimants return to work faster. Claimants are required to participate in the RESEA program after 4 weeks of unemployment. For the client’s first visit, the One-stop center staff will conduct a group orientation to inform unemployed participants about the services of the One-stop center. Following the orientation, staff will meet one-on-one with each participant to ensure that they are meeting program requirements and assist them in completing an Individual Resource Plan to ensure rapid reemployment.

C. Service Provision Solicited under this RFP:

EGR4 operates an integrated service delivery model, whereby all business, adult, dislocated worker and youth customer services are delivered by functional teams that are comprised of individuals from a variety of funding streams and organizations. Respondents will assume the responsibility of implementing and overseeing services in one-stop center/centers. This includes meeting performance, implementing policy, procedures, flow, work culture, security, and staffing. Your organization will functionally supervise staff from different organizations. A successful respondent will manage services for individuals and business within the One-Stop Center in accordance with Local and State Workforce Development Board Policies, adhering to all federal and state regulations and policies.

1.) Business Services

WIOA formula funds allocated to local Workforce Boards will be used to help employers find workers with the necessary skills, foster regional collaboration to meet the need of our regional

economy, improve services to employers and promote work-based training. The Board is seeking innovative solutions to:

- Provide quality business services
 - Develop, offer, and deliver quality **business services** that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy
- Design and implement practices that engage **industry sectors**, use economic and labor market information, **sector strategies**, and career pathways
- Assist businesses in identifying and hiring skilled workers and accessing other supports, including education and training for their current workforce
 - Provide strategic talent development to reflect employer demand
- Develop a business strategy that:
 - Aligns with regional workforce development priorities
 - Aligns with economic development efforts in the region
 - Provides a plan to reach employers across the region
 - Responds well to the demands of the employers in the local labor market
 - Aligns business workforce needs with job seekers' assets
- Provide customized recruiting and screening services offered to businesses thru:
 - **Customized screening of applicants:** Thoroughly screen job seekers based on employer skill requirements and prepare them for interviews, saving businesses time and increasing the likelihood that business will return for more candidates in the future.
 - Advertise job openings: Provide employers with the opportunity to post employment opportunities throughout the workforce system.
 - Provide access to space: Provide space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
 - Customized recruitments: Provide employers with an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization.
 - Conduct job fairs: Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers.

2.) Job Seeker Service Delivery

WIOA is the nation's principle workforce development legislation. Key components include: streamlining services through a One-Stop service delivery system; empowering individuals through information and access to training resources; providing universal access to Career Services; increasing accountability results; ensuring a strong role for local Workforce Board and the private sector in the workforce investment system; and facilitating state and local flexibility. WIOA formula funds allocated to local Workforce Boards for Adult, Dislocated Worker and Youth programs must be used to provide services through the Workforce delivery system.

a.) Adult and Dislocated Worker Career Services: Basic Career Services, Individualized Career Services, Training Services and Follow-Up:

Basic Career Services include services assisting jobseekers in finding gainful employment, and orienting customers to WIOA services and procedures, as well as, providing information on the labor market and unemployment insurance. These services may be provided by one or a combination of staff from the mandated partners of WIOA. Below are basic services respondents are expected to offer:

- Determination of whether the individual is able to receive assistance from the adult, dislocated worker or youth programs;
- Outreach, intake, and orientation to information and other services available through the

- workforce delivery system;
- Initial assessment of skill levels including literacy, numeracy and English language proficiency, as well as aptitudes, abilities (including skill gaps) and supportive service needs;
- Labor exchange services including:
 - Job search and placement assistance; and individual career counseling as needed, including;
 - Provision of information on in demand sectors and occupations
 - Provision of information on non-traditional employment
- Provision of referrals to and coordination of activities with other programs and services including programs and services within the One-Stop delivery system and when appropriate, other workforce development or human services programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local regional and national labor market areas including:
 - Job vacancy listings in labor market areas;
 - Information on job skills necessary to obtain vacant jobs listed; and
 - Information related to local occupations in demand and the earnings, skill requirements and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers training services by program and type of providers;
- Provision of information about how the local area is performing on performance accountability measures;
- Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services including child care; child support; medical or child health assistance available through the State, Supplemental Nutrition Assistance Program (SNAP) benefits; and assistance under Temporary Assistance for Needy Families (TANF) including supportive services and transportation;
- Assistance in establishing eligibility for programs of financial aid assistance for training and or education programs not provided under WIOA;
- Provision of information regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking to file a claim.

Individualized Career Services under WIOA, must be made available if determined to be appropriate, in order for an individual to obtain or retain employment. Individualized career services are more comprehensive, in-depth and individualized than basic career services, and generally involves interaction with a case manager or career coach.

These services include the following:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an Individual Employment Plan (IEP), in order to identify the employment goals, appropriate achievement objectives and the appropriate combination of services for the individual to achieve his or her employment goal.
- Group counseling
- Individual counseling
- Career planning
- Short term pre-vocational services including; the development of learning skills, communications skills, interview skills, punctuality, personal maintenance skills, and professional conduct to

- prepare individuals for unsubsidized employment or training
- Internships and work experiences that are linked to careers
- Workforce preparation activities
- Financial literacy services as described in sec. 129(b)(2)(D) of WIOA
- Out of area job search assistance and relocation assistance; and
- English Language acquisition and integrated education and training programs.

Training Services:

Training may be made available to individuals if after an interview, assessment or evaluation and career planning it is determined that the individual:

- Is unlikely or unable to obtain or retain employment that leads to self-sufficiency or comparable wages to or higher than wages from previous employment;
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher wages from previous employment through career services alone; and
- Have the skills and qualifications to successfully participate in the selected program of training services.

The selection of training services should be conducted in a manner that maximizes customer choice and is linked to in-demand occupations. Case managers and/or career counselors must ensure that participants explore other funding options and research performance of relevant training providers. The following items explain the different training options available to participants.

Individual Training Accounts (ITAs): ITAs are vouchers to be redeemed at one of the many eligible training providers. Training services are not usually provided directly by the Service Provider but staff facilitate the ITA application and selection process with the job seeker. The actual training is conducted by an approved training provider listed on the Indiana Eligible Training Provider List.

Alternative Training Models: In addition to ITAs, the One-Stop Center may be required to facilitate alternative training models. Respondents should be knowledgeable in the following various training models.

Internships/Work Experience: Work experience is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Fair Labor standards apply in any work experience where an employee/employer relationship exists, as defined by the Fair Labor Standards Act or applicable State law.

On-the-Job Training (OJT): OJT services typically involve “hands on” training in occupational skills for a specific occupation. Training is provided by an employer for a participant who needs additional skill training for a specific job. The participant is an employee of the company and in order to offset the cost of the training, the employer is reimbursed a percentage of the participant’s salary, based on criteria provided by state and local policy, during the training period. One-Stop Center are required to develop OJT agreements with employers and are required to have staff knowledgeable of the OJT forms and procedures.

Pre-Apprentice Training: Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to gain entry into a registered apprenticeship program.

Apprenticeship Training: Apprenticeship training is a framework in which a participant receives

company paid on-the-job training (OJT) along with related classroom instruction. The OJT is supervised by a fully trained journey worker (mentor) in the same occupation who follows a written work process specific to the occupation. A progression of wages is paid and a contract is required. One-Stop Centers are required to train staff about the apprenticeship model, connect jobseekers to employers, and develop apprenticeship agreements with employers.

Incumbent Worker Training: Incumbent Worker training is designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment and conducted with a commitment by the employer to retain or avert the layoff of the incumbent worker. An ideal incumbent worker training would be one where a participant acquires new skills allowing him or her to move into a higher skilled and higher paid job within the company, thus allowing the company to hire a job seeker to backfill the incumbent worker's position. Incumbent Worker training must increase both a participant's and a company's competitiveness.

Follow-up Services:

One-Stop Centers must communicate with, and monitor the progress of individuals throughout enrollment in the program. In addition, follow-up activities must be provided as appropriate, to individuals who have exited from the program for up to one year. Follow-up services tend to be of two major types: retention and advancement services for employed individuals; and reemployment services for individuals who lose their jobs.

Retention/Advancement Services

- Additional career planning and counseling
- Working with the customer to identify emerging problems
- Helping the customer gain job/educational coping skills
- Peer support groups
- Information about additional educational opportunities
- Helping the customer to access needed support services

Re-Employment Services

- Counseling with the customer about reasons for his/her job loss
- Career services and supportive services to address reasons for job loss and implement appropriate solutions to secure re-employment.

In addition to the above services under WIOA, the R4WDB requires One-Stop Comprehensive Centers to offer the following:

Resource Areas: Comprehensive One-Stop Centers must maintain an accessible resource area (including access for persons with disabilities) as part of their WIOA services. This public space and the resources available within it should include computers with Internet access; tutorials for career exploration, job searching and resume writing; job postings; periodicals, services and financial aid for local non-WIOA training, labor market reports, educational programs and information on partner programs. Individuals may receive self-service or informational activities without an eligibility determination. Self-service or informational activities include, but are not limited to on-line materials, informational workshops, employer screenings and job fairs.

Workshops: One-Stop Centers and their partners must provide a wide range of informational workshops to job seekers as part of their career services offerings. These

workshops focus on job search and soft skills, such as interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy and job readiness training.

b.) Youth Services: Out-of-School and In-School Youth

The R4WDB is seeking successful workforce development strategies that will help youth obtain employment, re-engage in school, prepare for postsecondary education and/or connect to industry-focused education and training programs, thereby increasing the number of youth productively engaged in the workforce. Successful respondents will provide youth workforce development services, including the required WIOA youth program elements in an approach designed to enhance participants' essential employability skills and assist youth in setting and pursuing educational and career goals. The R4WDB and Youth Committee are particularly interested in innovative approaches that leverage WIOA dollars to expand both services and numbers of youth served, connect youth to education and training opportunities leading to careers in the board's targeted industry sectors, and support career pathways. Under WIOA, a minimum of 75% of local area youth funds (minus administrative costs) must be spent on out-of-school youth. A minimum of 20% must be spent on work experiences (reference, TEG 23-14).

Proposal(s) should focus on results that:

- Demonstrate improvement in reading, writing, and math scores;
- Increase attainment of high school credentials;
- Increase enrollment in advanced training, skilled trades, and post-secondary institutions through career awareness activities;
- Establish employment opportunities that provide career pathways for out-of-school youth;
- Prepare youth to enter employment and become self-sufficient.

WIOA funds allocated to youth service providers shall incorporate the following program design areas.

- *Outreach, Recruitment, Orientation:* Outreach and recruitment includes identifying potentially eligible youth and providing an orientation informing youth of the full array of applicable or appropriate services (WIOA and non-WIOA) available and how to access these services. Dropout youth are expected to have the ability to earn a high school diploma or its equivalent within a reasonable amount of time (generally within one year of participation date). Knowledge of the target group and effective outreach will be important.
- *Intake, Eligibility, Registration:* The Service Provider is responsible for determining WIOA eligibility for all youth applicants. This includes gathering, verifying and certifying eligibility as well as data entry into the web-based case management and customer tracking system used by the R4WDB. WIOA requires all youth to be determined eligible prior to receipt of WIOA-funded services. If an individual is not eligible for WIOA services, he/she will be offered assistance in accessing organizations/services that are more appropriate.
- *Objective Assessment (OA) and Referral:* The OA will establish the baseline for all activities and training. It will also act as the foundation for development of goals (i.e. educational, employment, credential attainment, etc.). Each eligible youth must receive an OA that includes a review of: basic skills, education, work history, occupational skills, employability, interests, aptitudes, developmental needs, supportive service needs and strengths for the purpose of identifying appropriate services and career pathways and informing the individual service strategy.

- Individual Service Strategy (ISS): Based on the results of the OA, an ISS will be mutually developed between each participant and his/her case manager. The ISS is a written plan of action that identifies age-appropriate short and long-term goals that include career pathways, education and employment goals, and service needs. The ISS must directly link activities and services to one or more indicators of performance. The R4WDB considers the ISS a living document that requires on-going review of the progress of each participant in meeting their goals and updating their plan as needed.
- Case Management: Youth case management is a youth-centered, goal-oriented process for assessing needs of youth for particular services to meet educational and employment goals and assisting youth in obtaining those services. Record keeping is an essential component of case management. Records are used to document and retain information about youth, the process and progress of the services being provided, and are a focal point for accountability to funding. All service providers must maintain electronic participant files that meet the specification of the R4WDB.
- Access to a Range of Services: The 14 WIOA Youth Program Elements (listed below) must be made available to enrolled youth as needed or requested. If the Service Provider does not directly provide one of the program elements, it must describe the relationship with and demonstrate the ability to make seamless referrals to the organization providing the service. The Service Provider will have primary responsibility for ensuring that each youth receives the full continuum of services. Services accessed by a WIOA youth participant will depend upon the needs and goals identified by the participant and case manager as documented in the participant's ISS.

It is the intent of this RFP to (1) connect more young people in EGR4 with work opportunities; (2) increase youth and young adults' job search, work readiness and competitiveness in future employment; and (3) increase career planning and skills development including postsecondary education. Youth and young adults should receive appropriate services based upon an objective assessment and ISS. Accordingly, program designs must include the following 14 required program elements.

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
- Alternative secondary school offerings;
- Education Concurrent with Workforce Preparation;
- Labor Market and Employment Information for Local Area;
- Paid and unpaid work experiences, including internships and job shadowing;
- Occupational skill training;
- Financial Literacy;
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours;
- Entrepreneurial Skills;
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- Comprehensive guidance and counseling, which may include drug and alcohol counseling and referral;
- Supportive services;
- Follow-up services for not less than 12 months after completing participation; and
- Activities that prepare Youth to Transition to post-secondary education and training

Youth eligibility and enrollment for out-of-school and in-school youth

Definition of an eligible out-of-school youth is an individual:

- Not attending any school (WIOA youth programs may consider a youth to be an OSY for purposes of WIOA youth program eligibility if he or she attends adult education under Title II of WIOA, YouthBuild, Job Corps, high school equivalency programs, or dropout reengagement programs regardless of the funding source of those programs); and
- Not younger than 16 or older than the age of 24 at the time of enrollment; and
- One or more of the following:
 - A high school dropout; within age of compulsory attendance but has not attended for at least the most recent complete school year calendar quarter
 - A recipient of a secondary school diploma or its recognized equivalent who is low-income and either basic skills deficient or an English language learner
 - An individual subject to the juvenile or adult justice system
 - A homeless individual, a homeless child or youth, a runaway
 - An individual in foster care or who has aged out of the foster care system
 - An individual who is pregnant or parenting
 - An individual with a disability
 - A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment:

Definition of an eligible in-school youth is:

- An individual between the ages of 16 and 21, attending school, having low income, and meeting one or more additional conditions:
 - Basic Skills deficient.
 - English language learner.
 - Subject to the justice system.
 - Homeless/Runaway.
 - In Foster Care or aged out of the Foster Care system.
 - Pregnant or Parenting.
 - An individual with a disability.

Jobs for America's Graduates (JAG) Program

Jobs for America's Graduates (JAG) is a state-based national non-profit organization dedicated to preventing dropouts among young people who are most at-risk.

JAG Specialists, along with the school advisory team consider students' academic, personal, environmental, income and work-related barriers when determining whether a student is a good fit for the JAG program. Trained JAG Specialists teach students the 37 core employability competencies from the JAG National curriculum as well as provide individual attention and identify specific barriers to success. The R4WDB currently operates 9 in-school JAG programs and is seeking to have these programs continue as part of the in-school services. The current programs reside at Jefferson High School, Oakland High School, Peru High School, McCutcheon High School, Twin Lakes High School, Crawfordsville, North Montgomery High School, Kokomo High School and Logansport High School. For more additional information on the Job's for Americas Graduates program go to <http://www.jag.org/>

D. Financial Management

The respondent entity must demonstrate that it is in sound financial condition and has effective fiscal and administrative management systems, fiscal organizational structures, financial capacity, and fiscal

knowledge in accordance with federal, state and generally accepted accounting practices. This includes demonstrating effective financial performance under contracts with Workforce Development Boards by meeting all fiscal expenditure goals and the ability to utilize funds to drive operational objectives. The proposing entity must demonstrate past experience with federal and state grant funds and abiding by all requirements with 2 CFR Chapter I, Chapter II, Part 200 et al, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and other applicable requirements.

A Risk Assessment will be performed on each potential successful respondent. The following items will be reviewed, at a minimum: 1. Prior experience with same or similar sub awards, 2. Previous audits, Single Audits, in particular, 3. Whether the proposer has new personnel, or new or substantially changed systems; and 4. The extent and results of prior monitoring of federal and state funds.

V. PERFORMANCE OUTCOMES, REPORTING AND TRACKING

WIOA Performance Requirements

WIOA establishes a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas. Selected respondents will be required to meet performance measures based on the established goals.

The chart below lists the region’s most recently proposed performance goals under WIOA (subject to change).

WIOA Performance Measure	Definition	Adult Goals	Dislocated Worker Goals	Youth Goals
Employment 2nd Qtr.	The percentage of participants who are in unsubsidized employment during the second quarter after exit	72%	73%	55%
Employment 4th Qtr.	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit	72%	72%	57%
Median Earnings	The median earnings of participants who are in the second quarter after exit	\$5,000	\$5,800	\$2,100
Credentials	The percentage of participants who obtain recognized post-secondary credential or secondary school diploma/GED within 1 year	20%	21%	\$25%
Measurable Skills Gains	The percentage of participants enrolled in training or education program who show documented skills gains during a program year	Baseline	Baseline	Baseline
Effectiveness in Serving Employers	Effectiveness of servicing business (TBD) by U.S. DOL	Baseline	Baseline	N/A

Because many of the WIOA performance measures are based on exits from the program, the R4WDB developed other key point in time benchmarks that will provide the most accurate picture possible of how One-Stop Center are attaining workforce goals. Selected respondents will provide data regarding the following benchmarks:

- Number of registered individuals

- Number of participants
- Number of participants placed in training
- Number of industry recognized credentials earned through training
- Number of training related placements
- Number of job seekers served
- Customer satisfaction rates (job seekers/businesses)

VI. Proposal Evaluations Criteria

The R4WDB is not required to contract with the entity receiving the highest score as a result of the proposal review process. Factors such as population served and geographic need may carry significant weight.

All proposals will be scored according to the evaluation criteria set forth below and rank ordered from highest to lowest score. A recommended funding level will be determined based on a number of factors including overall ranking of proposal rating scores, the availability of funds, the number of applications submitted, geographic factors, reasonable unit cost as determined by the R4WDB, the need for the proposed services, and past performance.

Criteria	Point Value
A. Organizational Structure and Capacity	15
B. One-Stop Operator and One-Stop Management	10
C. Program Design and Plan of Service	35
D. Past Performance and Planned Outcomes	10
E. Information Management and Reporting	5
F. Transition Activities	5
G. Financial Structure and Fiscal Plan	20
Total Points Available	100

Each proposal received will be objectively evaluated and scored by the Operations, Youth and Finance Committees based on, but not limited to, the following weighted criteria:

A. Organizational Structure and Capacity : (15 points)

- 1.) Organization overview including length of existence and legal status of your organization
Include as an exhibit a copy of your most recent business entity filing
- 2.) Vision and Mission
- 3.) Organizational strategic goals and current progress/results
- 4.) Programs currently offered and any other business activities you are engaged
- 5.) Governance structure
- 6.) Organizational Leadership
- 7.) Include as an exhibit, the bios of key organization leaders outlining expertise and experience in successful program management and leadership; include applicable qualifications and certifications
- 8.) Include as an exhibit a current organization chart which clearly depicts lines of responsibility and authority
- 9.) Provide a plan for staff development for on-going learning to increase staff expertise and efficiency
- 10.) Organization Characteristics & Qualifications:

- i. Describe the strengths of the organization
- ii. Describe the organization's process & measurement for successful customer service

B. One-Stop Operator and One-Stop Management: (10 points)

- 1.) Describe your strategies for developing and enhancing coordination with mandated WIOA partners.
- 2.) How will you work to achieve an integrated system where customer service and performance are high priorities?
- 3.) Describe other partnerships you plan to form in order to serve customers.
- 4.) Describe any cross training of all One-stop center staff (including partner staff). Explain the impacts or desired results from cross training.
- 5.) Describe how your organization will assume the responsibility of implementing and overseeing center/centers. This includes performance, facilities management, policy, procedures, flow, work culture, security, and staffing.
- 6.) Describe how your organization will functionally supervise staff from different organizations. How will you integrate with the formal supervisors from various providers?
- 7.) Describe how customer feedback will be collected and used to make continuous improvements to services.
- 8.) Describe how you will coordinate marketing and outreach services with the One Stop partners.
- 9.) Describe how you will be prepared to meet One-Stop Center certification requirements. See DWD policy 2016-10 for guidance.
- 10.) Include an organizational chart(s) that illustrates the structure of your staffing to be used in support of the proposed programs. The chart should display the management and administrative staff. This chart should match the staffing sheet provided in the attachments and clearly display the number of staff planned for each location along with position titles. If your organization has multiple locations, please indicate which management positions are located within EGR4 and those located outside the Region.
- 11.) Complete the staffing worksheet (attachment B-1) for all positions for which you are requesting funding. This may be provided as an Exhibit and as such does not count toward the page limit.
- 12.) While staffing/hiring decisions will be the responsibility of the service provider, the proposal should identify the qualifications of all staff that will be involved in delivering services in EGR 4.

C. Program Design and Plan of Service: (35 points – see subparts below)

Job Seeker services: Please answer the questions in relation to each customer base proposing to serve (Adult, Dislocated Worker and Youth)

- 1.) Identify the targeted One-stop center location(s) you plan to serve and describe the specific community's workforce needs and available resources and relationships. How will you ensure that residents of all the cities you plan to serve can access services?
- 2.) Describe in detail your strategies for engaging, recruiting, enrolling and serving job seekers to your program. Describe innovative ways in which you will outreach to individuals and assure access across the region or sub-region (i.e., virtual workshops, satellite sites, and outreach at other organizations). Discuss the approach and implementation plan for outreach and services to diverse special population groups including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, veterans,

- individuals with criminal backgrounds, and recipients of public assistance. What actions have you taken to ensure that your staff are equipped to serve individuals with disabilities?
- 3.) Describe how job seekers will be oriented to the center and assessed upon enrollment.
 - 4.) Explain your approach to providing customer-centered services. Describe the process for developing and managing an individual employment plan/individual service strategy.
 - 5.) Describe the basic career services offered to job seeking individuals including but not limited to workshops, job readiness training, and individualized job matching. Describe these services and explain their value to the job seeker. Identify the frequency and availability of career services and any innovative features in your service offerings.
 - 6.) Describe your implementation of access of career pathways to clients and access to partnering agencies. How will you connect clients to the full range of services provided by the education and workforce partners, including adult basic education, higher education, job training, and other services of need?
 - 7.) Identify your ratio of career staff to customers. Explain how you have maximized that ratio without compromising the quality of your service and maintaining a highest level of customer satisfaction.
 - 8.) Describe your follow-up strategies and how they will enhance job retention and career path growth.
 - 9.) Describe what about your job seeker services are innovative.
 - 10.) Explain any unique youth service strategies not already explained including job placement, job readiness training and strategies for working with youth with barriers including (but not limited to) high school dropouts, offenders, homeless, youth with disabilities, youth in foster care, and pregnant or parenting youth.
 - 11.) WIOA requires programs must be designed to serve both in-school and out-of-school youth. WIOA program requirements mandate that a minimum of 75% of all WIOA Youth program expenditures must be spent on providing services to out-of-school youth. WIOA also required a minimum of 20% of total youth expenditures be spent on work experiences. How will you ensure meeting these requirements?
 - 12.) Describe how you will incorporate the delivery of the JAG program into your in- school program.

Business Services:

- 1.) List and describe your proposed business services. How will you incorporate a demand driven approach to service delivery?
- 2.) Explain how your business strategy aligns with the regional workforce and economic development priorities. How will you align business needs and job seeker assets?
- 3.) Explain how you will utilize labor market information in targeting businesses. Explain your approach to working with industry sectors including the region's priority industry sectors.
- 4.) Describe your strategies for pursuing new business relationships and addressing business workforce needs. How will you reach businesses across the counties and across different industries? Identify any tools, data or surveys to be used. How will you satisfy employers' workforce needs? How will you determine the level of engagement with new business partners?
- 5.) Describe the process of job matching. How will you match job seekers with openings at employer sites?
- 6.) What strategies around business services will you implement to ensure that the One-Stop Center understand the company's signature culture and work environment when placing participants in positions with them?

- 7.) When presenting job seekers to employers, what is the most common reason an individual is not hired. What techniques or strategies do you use to maximize interview to hire ratios?
- 8.) Describe what about your employer services are innovative.

Past Performance and Planned Outcomes (10 points)

- 1.) Describe how the programs will be managed to meet or exceed each of the applicable performance metrics.
- 2.) Describe your experience implementing One-Stop Center or employment services programs over the past three years. Identify the performance measures results along with other key benchmarks and your outcomes such as: total served, total placements to plan, percent of positive exits, etc.
- 3.) Describe your strategy for Adult, Dislocated Worker and Youth performance to meet and exceed performance goals and be in the top quartile of all regions in the state. Complete Attachments C & D.
- 4.) Explain your process for internally monitoring your on-going performance. How will you evaluate and assess both the effectiveness and quality of the program? Identify who will be responsible for data collection, analysis, reporting and general oversight.
- 5.) Provide examples of three (3) current/past business engagements where you have identified and addressed a business need. Explain both the process used and outcomes achieved.
- 6.) It is intended that the ICC data system will serve as the primary information management system for the One-Stop Center(s), without external supplementation. However, if it is your intent to supplement this with any other information management system(s), please explain. Explain your understanding of automated management systems and their connection to performance standards.
- 7.) Identify three (3) references (along with contact information) of funders or organizations (other than the R4WDB that can attest to your ability in serving the population, achieving grant deliverables, and meeting performance benchmarks.

Information Management & System Reporting: (5 pts.)

- 1.) Describe the organization's experience, capacity, and expertise for handling data, documentation & quality technology based documentation and reporting.
- 2.) Identify the individual(s) in your organization and their past experience for providing these services for the Region if designated by the R4WDB.

Transition Activities: (Proposal Evaluation 5 points)

- 1.) Describe efforts that will be made to work cooperatively with the R4WDB to ensure a smooth transition of customers, cases, and MIS in EGR4.
- 2.) If you currently do not provide WIOA services for EGR4, describe how you will work with the other service providers for an efficient transfer of files and customer caseloads.
- 3.) Full transition and transfer of files may occur on or after July 1, 2017. Describe your plan for ensuring that services to individuals will continue with little or no interruption during the transition. This description should specifically include a discussion of how services will be available in counties where your organization is not presently a service provider.
- 4.) Describe how you will work with WIOA providers to ensure a seamless coordinated transition.
- 5.) How will transitioning impact staffing and hiring plans?
- 6.) If you are an existing WIOA provider, describe how you will assist in the transition of services in the event you are not funded by this project.

D. Financial Management and Budget (Proposal Evaluation 20 points)

Financial Management

- 1.) The respondent should provide copies of fiscal monitoring reports for the last two years for each sub award for WIA/WIOA funds. Describe efforts undertaken to address any deficiencies in these reports.
- 2.) Provide a copy of your Indirect Cost Rate and/or Cost Allocation Plan detailing how your organization's costs are shared from multiple funding sources.
- 3.) Submit the last two years of audit reports to include any management letter comments and any correspondence related to disallowed costs and any corrective action plans to address reportable conditions, and the status of these plans. Nonprofit organizations must submit a copy of their most recent IRS Form 990.
- 4.) Describe your fiscal management system to include a description of the accounting system, audit, and audit resolution, budget management, financial reporting, property management and procurement.
- 5.) Describe your internal fiscal monitoring systems and techniques used to measure budgeted vs. actual costs. Describe your encumbrances, accruals, and expenditures process.
- 6.) How do you propose to pay disallowed costs should such costs occur in the course of WIOA operations under your management? Include the source of funds and the approximate amount on hand or accessible should such cost arise.
- 7.) Describe your experience in developing and managing budgets from multiple funding sources in accordance with federal accounting practices and principles.
- 8.) Identify staff persons who will be responsible for fiscal activities on grant and describe past experience in working on similar grants.
- 9.) Describe the mechanism your organization has in place to the "Employer of Record" to provide subsidized employment/internship opportunities to participants.
- 10.) Describe your organization's fiscal experience in reimbursing employers via On the Job Training Contracts.
- 11.) Describe your organization's ability to track WIOA Youth Work Experience Expenditures in order to meet the required expenditure rate.

Budget

- 1.) The total estimated WIOA allocation available under this RFP is \$2,625,000 (Adult-\$850,000, Dislocated Worker - \$700,000, and Youth - \$1,075,000). The respondent should complete PY'17 budget on the included Attachment B and Attachment B-1. **Do not deviate from the budget format provided or your submission may be disqualified from consideration.** This information is required as a part of the proposal and must be included in the page of page numbering, but does not count toward the 30-page proposal limit.

Definitions for Attachment B

Operator Budget will include all costs to perform the Operator Function as outlined earlier in this RFP. The Operator Budget does not need to be broken out by Funding Source.

Program Management Costs include all costs associated with management staffing within the region and located outside the region. These costs include salaries for Executive Director, President, or Chief Executive Officer; Controller or Accountant; MIS or Quality Control; Human Resources, Information Technology or Consultants who would fill those positions; and support staff to the previously mentioned positions, fringe benefits, rent, equipment, travel, staff training, supplies, accounting, audit, monitoring and all other management costs not associated with direct service to individuals. No more than 8% of

total budget is allowed for management overhead and must be broken out between all applicable funding sources.

Program Operations Costs include all costs associated with providing services directly to customers (job seekers and businesses). No more than 72% of the total budget is allowed for this category and must be broken out between all applicable funding sources.

Direct Client Costs are those costs that directly benefit WIOA customers. These costs are broken out by Adult, Dislocated Worker and Youth Programs.

Such costs include supportive services, tuition, supplies, books, work experience wages, on the job training, and any other cost that directly benefits the WIOA customer not included in the other definitions above. No LESS than 20% must be budgeted for this category. Include in the budget narrative for YOUTH the amount you plan to budget for WORK EXPERIENCE. Must be at least 22% of your total YOUTH budget and can include direct participant costs as well as Staff Costs to support the function. (NOTE: The statutory requirement for WORK EXPERIENCE is 20% of total allocation including Administration)

Overhead costs that are cost allocated should be included within appropriate line item. If an Indirect Rate is used this cost would include audit, payroll, and other costs of support such as general costs that cannot be directly identified as a cost to any specific program, but are equitably allocated to all the programs that the organization operates and therefore, should not be included in any other line item. Note: This category may only be used by organizations with an Indirect Cost Rate approved by an authorized federal or state agency. A copy of the Indirect Cost Rate Proposal approved by the cognizant federal agency must be attached.

Budget Narrative should be attached that describes the allocation of funds amongst programs and the philosophy of the respondent with respect to minimizing overhead costs while maximizing customer costs. The budget narrative should be used to clarify and annotate the budget. If applicable, state what your direct client expenditure ratio was for the past two completed program years. This information is required as a part of the proposal and must be included in the page numbering, but does not count toward the 30 page proposal limit.

Definitions for Attachment B1

- The Personnel Detail Worksheet must be completed in detail.
- Employee Name should be completed with name of person that will be filling the position. If no person has yet been determined, please put To Be Determined.
- List all applicable Position Titles and Location to be served.
- Annual Salary for the position to be charged to the funds within the RFP.
- Input percentage (%) to be charged to each category, Operator, Management, and Operations.
- At the bottom of the Worksheet input applicable Fringe Benefit Rate in appropriate cell.

VII. Proposal Submission Requirements and Instructions:

Proposal Requirements

- Letters of intent to bid on this proposal must be submitted by 4:30 Eastern Standard time on **Monday, April 10, 2017.**

- All proposals must be received no later than 4:30 Eastern Standard Time on **Tuesday, May 9, 2017** in person or by mail or ground delivery to the address indicated. Proposals received after that time will be rejected. The proposals must be received at the address noted below, not postmarked by the deadline. Faxed proposals will be disqualified from submissions and will not be considered.
- Each respondent must submit one original (marked "Original") and 8 copies of your proposal on 8 1/2" x 11" white bond. You may single space your proposal but margins must be at least an inch and font size must be no less than 12. All copies should be submitted unfolded and unstapled. In addition to the hard copies, provide an electronic copy of the narrative and budget. The electronic version may be emailed to rfeldhaus@tap.lafayette.in.us
- Your response to the narrative section of the proposal is limited to no more than 30 pages. The total page limitation is firm and is imposed for the sake of the reviewers of your proposal. This limitation does not include other sections of your proposal such as: Attachments, Exhibits, the one page budget narrative, organizational charts and partner letters and letters of agreement by partners. The entire proposal, including Attachments, Exhibits, one page budget narrative, organizational chart and letters must be numbered Page of Page and all included in the document.
- Proposals may be submitted "Return Receipt Requested." If hand delivered, the deliverer must have a prepared receipt for signature and time/date. Faxed or electronically transmitted proposals will not be accepted. The transmitting envelope will be clearly marked "proposal" and addressed as follows:

Attention: Roger Feldhaus, R4WDB
 c/o Tecumseh Area Partnership, Inc. (TAP)
 976 Mezzanine Drive, Suite C
 Lafayette, IN 47905

- Assemble your proposal using the following order. Use this as a checklist to ensure the proper order. Failure to follow RFP instructions could result in rejection of your proposal.
 - Cover Page (Attachment A) – Required as a part of the proposal and must be included in the page of page numbering, but does not count toward the 30 page proposal limit.
 - Table of Contents - Required as a part of the proposal and must be included in the page of page numbering.
 - Proposal Narrative (IMPORTANT): The proposal narrative must have the Table of Content headers and must repeat the question being responded to in each section consistent with the narrative in the RFP.
 - Exhibits – Exhibits are required as a part of the proposal and must be included in the page of page numbering, but they do not count toward the 30- page proposal limit.
 - Business Entity Filing (E-1)
 - Current and Proposed Organizational Chart
 - Letters of References* - Provide no **more than five letters** of references complete with address, voice, e-mail and fax each demonstrating one or more of the following characteristics:

- a. Your ability to implement a project which produced intended outcomes while adhering to timeline
- b. Projects where partnerships were key to success
- c. Your ability to work within a program or project budget
- d. Your organization's agility and flexibility

* We will not accept letters from individuals on the Region 4 Workforce Development Board, Tecumseh Area Partnership Board and staff, the Local Elected Official Board, or Department of Workforce Development employees.

- Attachment B (budget) budget form completed along with a budget narrative.
- Attachment B-1 (Staffing Sheet)
- Attachment C-WIOA Adult & DW Planning & Performance Matrix
- Attachment D – WIOA Youth Planning & Performance Matrix
- Attachment E-(Non-Collusion Affidavit)
- Attachment F- (Assurances and Certifications)
- Submit one copy of your audit report for most recent two years, separate from the proposal and should not be included in the page of page numbering.
- Submit a copy of your most recently filed IRS Tax filing (990 or other).
- Submit a copy of your two (2) most recent A-133 audit.
- If you are a current WIOA provider submit one copy of your WIOA performance report for the most recent two years, separate from proposal and should not be included in the page of page numbering. Do provide a separate Microsoft Compatible file containing this document.
- If you are a current WIOA provider submit one copy of your WIOA data validation monitoring report for the most recent two years, separate from your proposal and should not be included in the page of page numbering. Do provide a separate Microsoft Compatible file containing this document.
- Questions regarding this RFP may be submitted in writing to be sent to Roger Feldhaus, Tecumseh Area Partnership, by email at rfeldhaus@tap.lafayette.in.us. All questions will be responded to, compiled and shared with all respondents who submitted letters of intent by April 10, 2017 and attended the respondents' conference on April 4, 2017. Questions will be accepted up to 4:30 Eastern Standard Time on April 11, 2017.
- Proposals will be reviewed and rated by a team comprised of individuals from, but not limited to, the Board, R4WDB staff, or other independent reviewers. The R4WDB

will select the top proposals and may request those respondents to make a presentation to the Board. Contracting decisions will be the R4WDB. An award decision is expected by week of May 21, 2017. Programs shall start July 1, 2017 with transition beginning immediately upon selection. The Board will not be responsible for any cost associated with the transition.

PROPOSAL COVER SHEET – ATTACHMENT A

Organization’s Legal Name			
Contact Person:			
Mailing Address			
Physical Address			
Telephone		Fax	
E-mail		Cell	
Federal ID #		Website	
# of years potential respondent has been in business under the corporate / business structure submitting the response to this request for proposal.			
	Funding	PY 17	
Total Amount of Funds Requested /Committed	Operator Budget	\$	
	WIOA Adult Funds	\$	
	WIOA Dis. Wkr. Funds	\$	
	WIOA Youth Funds	\$	
	Total Funds Requested	\$	
	Other Funds Committed	\$	
	Total Requested/ Committed Funds	\$	
	Grand Total	\$	
Signature:	Printed Name:		
Signature Board Chair:	Printed Name:		

Check all applicable boxes:

For Profit Corporation	<input type="checkbox"/>	Sole Proprietorship	<input type="checkbox"/>
Not-for-profit Corporation	<input type="checkbox"/>	Faith-Based Organization	<input type="checkbox"/>
Partnership	<input type="checkbox"/>	State Agency	<input type="checkbox"/>
Educational Institution	<input type="checkbox"/>	Labor Organization	<input type="checkbox"/>
Business Association	<input type="checkbox"/>	Community Based Organization	<input type="checkbox"/>
Other Public Agency (Specify)	<input type="checkbox"/>	Other	<input type="checkbox"/>

ATTACHMENT B

Proposing Organization Name:

PY 17 Proposed Operating Budget

	Operator Budget	WIOA Adult	WIOA Dislocated Worker	WIOA In School Youth	WIOA Out of School Youth	Total
Program Management-Maximum 8%						
Wages						\$ -
Benefits						\$ -
Travel						\$ -
Supplies						\$ -
Equipment Rental						\$ -
Overhead/Occupancy						\$ -
Other/Detail included items						\$ -
Total Program Management		\$ -	\$ -	\$ -	\$ -	\$ -
Program Operations - Maximum 72%						
Wages						\$ -
Benefits						\$ -
Travel						\$ -
Supplies						\$ -
Equipment Rental						\$ -
Overhead/Occupancy						\$ -
Other/Detail included items						\$ -
Total Program Operations		\$ -	\$ -	\$ -	\$ -	\$ -
Direct Client Services-Minimum 20%						
ITAs						\$ -
Books/Supplies/Fees						\$ -
On the Job Training						\$ -
Work Experience/Internships						\$ -
Supportive Services						\$ -
Other/Detail included items						\$ -
Total Direct Client Services		\$ -	\$ -	\$ -	\$ -	\$ -
Total Proposed Budget	Operator Budget	WIOA Adult	WIOA Dislocated Worker	WIOA In School Youth	WIOA Out of School Youth	Total
Total Program Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Program Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Client Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
						% by Budget Category
						#DIV/0!
						#DIV/0!
						#DIV/0!
						#DIV/0!

Attachment C

WIOA Adult and Dislocated Worker Planning Schedule

- Enter Organization Name
-

Planned Adult and Dislocated Worker Enrollments & Exits by Quarter

	1st Quarter July – Sept 2017	2nd Quarter Oct – Dec 2017	3rd Quarter Jan – March 2018	4th Quarter April – June 2018	Total for Year
Planned WIOA Adult Enrollments (beyond core services)					
Planned WIOA Adult Exits					
Planned WIOA Dislocated Worker Enrollments (beyond core)					
Planned WIOA Dislocated Worker Exits					

Performance Goals for Proposed Adult and Dislocated Worker Program

Performance Measures/Outcomes	Number of Adult or Dislocated Worker to Attain Outcome	Required Goals	Organizational Goals
Employment 2 nd Qtr. (Adult)		72%	
Employment 4 th Qtr (Adult)		72%	
Median Earnings (Adult)		\$5000	
Credential (Adult)		20%	
Employment 2 nd Qtr (DW)		73%	
Employment 4 th Qtr (DW)		72%	
Median Wages (DW)		\$5000	
Credential (Adult)		21%	

Please note: these performance measures are negotiated on an annual basis and are therefore subject to change based on negotiations between the Indiana Department of Workforce Development and DOL.

ATTACHMENT D
WIOA Youth Planning Schedule

Enter Organization Name: _____

Planned Youth Enrollments & Exits By Quarter

	1st Quarter July – Sept 2017	2nd Quarter Oct – Dec 2017	3rd Quarter Jan – March 2018	4th Quarter Apr – June 2018	Total for Year
Planned WIOA Youth Enrollments ISY					
Planned WIOA Youth Enrollments OSY					
Planned WIOA Youth Exits ISY					
Planned WIOA Youth Exits OSY					

Performance Goals for Proposed Youth Program

Performance Measures/Outcomes	Number of Youth to Attain Outcome	Required Goals	Organizational Goals
Employment 2 nd Qtr		55%	
Employment 4 th Qtr		57%	
Median Wages		\$2100	
Credential Attainment		25%	

Please note: these performance measures are negotiated on an annual basis and are therefore subject to change based on negotiations between the Indiana Department of Workforce Development and DOL.

Attachment E

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 West Central 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

Subscribed and sworn to me this day _____ day of _____

Notary Public

County of

Commission Expiration Date

Attachment F
Assurances and Certifications

The authorized representative agrees to comply with all applicable State and Federal laws and regulations governing the Workforce Innovation and Opportunity Act, Workforce Development Boards, and any other applicable laws and regulations.

In addition, the authorized representative assures, certifies and understands that:

1. 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 Board 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 the Board 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.
2. The proposing organization has not been debarred or suspended or otherwise excluded from or ineligible for participation in federal assistance programs.
3. The proposing organization possesses legal authority to offer the attached proposal.
4. 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.
5. A drug free workplace will be maintained in accordance with the State of Indiana requirements.

Signature of Authorized Representative

Print or Type Name

Date