

## Request for Proposals

### Workforce Innovation and Opportunity Act of 2014 One Stop Operator

**Contract Period: July 1, 2017 to June 30, 2018**

\*At its discretion the LWDA-11 Board may amend contracts based on performance and funding availability, and/or renew contracts for up to 3 consecutive contract periods (July 1 through June 30) based on performance and funding availability, through June 30, 2021.

#### Essential Information with Dates

<b><i>Release Date</i></b>	<b><i>3/6/2017</i></b>
<b><i>Questions Deadline</i></b>	<b><i>Questions Due by 3/17/2017 Response Date 3/27/2017</i></b>
<b><i>Deadline for Submission</i></b>	<b><i>4/10/2017</i></b>
<b><i>Workforce Board Approval</i></b>	<b><i>4/27/2017</i></b>
<b><i>Formal Award Notification</i></b>	<b><i>5/3/2017</i></b>
<b><i>Target Start Date</i></b>	<b><i>7/1/2017</i></b>

#### Contracting Entity:

Southwest Human Resource Agency  
[www.swhra.org](http://www.swhra.org)

P.O. Box 264  
1527 White Avenue  
Henderson, TN 37340

## 1. BACKGROUND

Southwest Human Resource Agency is the Fiscal Agent and Administrative Entity for Local Workforce Development Area 11 which includes Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison and McNairy Counties. The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 and supersedes WIA with the intent of strengthening the workforce system through alignment of services to promote innovation, as well as individual and national economic growth. (To read the full law: <https://www.doleta.gov/wioa/>). Inclusive in the requirements under WIOA is the necessity to competitively select a “one-stop operator” to support the implementation of services within the career center system locally.

Southwest Human Resource Agency serves as fiscal agent, provider of WIOA Title I services, and serves as the research and development staff for the Local Workforce Development Area 11 Board, which oversees millions of dollars in workforce development resources. Southwest Human Resource Agency is located at 1527 White Avenue, Henderson, Tennessee.

To service the local areas, thousands of local job seekers and businesses receive employment and training services through eight (8) American Job Center locations. This includes two comprehensive career centers located at:

Hardin County Office  
1080 Wayne Road  
Savannah, TN 38372

Madison County Office  
225 Dr. Martin Luther Dr. Suite 140  
Jackson, TN 38301

This includes six affiliate sites located at:

Chester County Office  
269 North Church Street  
Henderson, TN 38340

Decatur County Office  
2039 Hwy 641 South  
Parsons, TN 38363

Hardeman County Office  
793 Tennessee Street  
Bolivar, TN 38008

Haywood County Office  
140 South Wilson  
Brownsville, TN 38012

Henderson County Office  
340 Natchez Trace Dr. Suite D  
Lexington, TN 38351

McNairy County Office  
701-B Industrial Drive  
Selmer, TN 38375

The American Job Centers are “one-stop” access points for services available through the system. Job seekers can utilize resource rooms with computers, copiers, faxes, telephones, and job search materials, attend workshops, and receive one-to-one job search assistance, career counseling and access training funds to improve skills. Businesses can find qualified employees, post jobs, access training funds to upgrade their workforce skills, and use the Career Centers to conduct recruitment events, get tax credit information, access outplacement services for laid-off employees and get connected to other economic development resources

and initiatives. Additional information on programs and services can be found at [www.swhra.org](http://www.swhra.org) or [www.westtennesseecareers.org](http://www.westtennesseecareers.org).

## 2. PURPOSE

### ***Background:***

WIOA's focus is on further enhancing the high quality one-stop center system by continuing to align investments in workforce, education, and economic development to regional in-demand jobs. The new law places greater emphasis on local resource coordinator to better meet the needs of jobseekers, workers, and businesses. This includes the cultivation of partnerships and strategies necessary for one-stops to provide job seekers and workers with the high-quality career services, education and training, and supportive services. Therefore, under WIOA the Career Centers are required to partner with a range of federally funded employment and training programs to promote the coordination of services on behalf of job seekers and businesses. The One Stop Operator will be integral in supporting the system and coordinating these services. The mandated partners include:

- WIOA Title I: Adult Services, Dislocated Worker Services and Youth Services
- WIOA Title II: Adult Education and Family and Literacy
- WIOA Title III: Wagner-Peyser
- WIOA Title IV: Tennessee Vocational Rehabilitation Program
- WIOA Title V: Older Americans Act/Senior Community Service Employment
- Carl D. Perkins Act
- Temporary Assistance for Needy Families: TANF
- Migrant and Seasonal Farmworkers Programs: TOPS

## 3. SCOPE OF WORK

The purpose of this Request for Proposal (RFP) is to identify and fund an entity to coordinate service delivery of the required One-Stop American Job Center partners and service providers in the comprehensive center(s).

All services provided by the one-stop operator will conform to the Coordinate, Observe, Report, Evaluate services model. In addition, the One-Stop Operator will be required to inspire others and lead change; demonstrate extremely high levels of professionalism, integrity, and collaboration; and enhance and develop partnerships. Further, the One-Stop Operator will be required to coordinate with the leadership of all required partners; however, will be responsible to the Local Workforce Development Area 11 Board, as contract officer. Nothing in this Scope of Work or the resulting contract shall be construed as requesting the OSO to provide direct services to jobseeker or business customers.

The role of the One-Stop Operator in the state of Tennessee American Job Centers (AJC) is further defined through guidance provided in WIOA Workforce Services Regional and Local Planning Policy as follows in bold print. In accordance with TDLWD guidance, the LWDA 11 Board has provided additional information to “clearly articulate the role of the One-Stop Operator for the Local Workforce Development Area 11.

## **A. Oversee management of One-Stop Centers and service delivery**

The One-Stop Operator, under contract with the LWDB, will oversee the day-to-day management and delivery of service in the comprehensive center(s) within an LWDA 11 (region, state). Responsibilities include:

- Overseeing One-Stop property, including building(s) and equipment, and the reporting any maintenance or other issues to the owner/lessor, as appropriate.
- Facilitating appropriate changes and/or maintenance to assure the One-Stop property presents a professional atmosphere for job seeker, employer and partner customers and is conducive to AJC activities.
- Observing and addressing any concerns to assure the staff present as professional, including, but not limited to appearance, conduct and service to customers.
- Providing “functional” direction/supervision of AJC partner staff located in the center(s), including:
  - Working with direct supervisors/team leaders to schedule staff to assure appropriate coverage of customer service needs during regular, holiday and/or extended hours, as needed.
  - Implementing work schedules for “shared” responsibilities (customer flow, general workshops, etc.) that are fair and equitable to all AJC partner staff
  - Providing leadership and guidance to encourage AJC partner staff to function as a team.
  - Addressing deviation from functional supervision with AJC partner staff to resolve and their respective supervisor (if needed).
  - Evaluate services being provided at the Centers to ensure that all required services as mandated by state and federal laws are being provided at or through the Centers.
- Coordinating the continuing good standing of AJC Certification status as directed by the LWDB or State.
- Coordinating services with the LWDB’s affiliate and/or identified access points to assure that partners are apprised of comprehensive center services for referral of customers.
- Ensure that all services are being provided in a manner consistent of any local, regional, or state plans created and/or certified by the LWDB.
- Ensure meaningful access to all customers by incorporating the principles of universal and human-centered design, for example: flexible space usage; the use of pictorial, written, verbal, and tactile modes to present information for customers with disabilities and English language learners; and providing recommendations to the LWDB for necessary accommodations and adequate space for the use of assistive devices and adaptive technologies.

## **B. Evaluate performance (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards – This does not include performance negotiations, as this is specifically a local board requirement. -**

The One-Stop Operator will evaluate performance of comprehensive center(s) by:

- Developing a working knowledge of WIOA Performance Measures for all AJC partners, including how they correlate for overall performance of local and regional goals.
- Developing a working knowledge of the State System, Virtual One Stop (VOS), to record data and extract reports as needed.
- Prepare and analyze reports related to One-Stop services for the LWDB, including but not limited to
  - Overall Traffic counts via VOS Greeter
  - Customer sign-in to specific partners via VOS Greeter
  - Registrations of Job Seekers via VOS
  - Case Notes for Employer Customers via VOS
- Coordinate with LWDB for expected performance standards and compliance with data validation.

**C. Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff)**

The One-Stop Operator will develop and initiate LWDB approved evaluation processes to determine customer experiences in the comprehensive center(s). Evaluation methods may include on-site, as well as, on-line, must maintain confidentiality, and be timely to the customer experience. The LWDB will utilize results of on-going evaluations to assess services of the One-Stop Operator. The One-Stop Operator will share results with the AJC partners to celebrate successes and address opportunities for improvement.

**D. Ensure coordination of partner programs**

The One-Stop Operator will be responsible for the coordination of core and required partners, both on-site and off-site, for the comprehensive center, including, but not limited to the following activities:

- Maintaining and updating a digital and hard copy listing of all partner programs, including a brief description of service and contact information to assure that all staff in the AJC has up-to-date information for referral of customers.
- Reporting changes in Memorandums of Understanding and Resource Sharing Agreements to the LWDB to assure agreements remain up-to-date.
- Scheduling bi-weekly staff meetings with on-site partners and quarterly coordination meetings with off-site partners.
- Develop and maintain an internal website to provide policy, procedures, updates, etc. to all partner staff.

**E. Act as liaison with the LWDB and One-Stop Center**

The One-Stop Operator will serve as liaison between the LWDB and AJC partners of the comprehensive center, including for resolving customer service complaints or partner issues, proposing promising practices and disseminating general communication of LWDB policy/procedures.

The OSO will be required to provide any performance reports as deemed necessary by the LWDB including but not limited to performance data for all on-site partners, pace of spending reports, cost per outcome, etc.

**F. Define and provide means to meet common operational needs (e.g. training, technical assistance, additional resources, etc.)**

The One-Stop Operator will meet common operational needs of the comprehensive center by:

- Developing and implementing training manuals and instructional activities to promote excellence in customer service and other AJC related topics.
- Providing technical assistance to staff and partner agencies to understand the vision, mission, goals and objectives of the LWDB and the AJC.
- Under the guidance of the LWDB, developing partnerships with community organizations, education, industry, etc. to provide access to additional resources such as loan of equipment, speakers for workshops, access to scholarships/services, donations for an “interview” clothes closet.
- Cross training of AJC staff, as appropriate, to increase staff capacity, expertise, and efficiency.

**G. Oversee full implementation and usage of all State systems by all local areas**

The One-Stop Operator will provide oversight of full implementation and usage of State systems in the comprehensive center(s) by:

- Working with all AJC partner staff (new & existing) to determine system access and skill levels
- Expediting requests for access and/or training with the State to assure a seamless system of reporting for the AJC.
- Coordinating with LWDB to determine performance and data validation concerns for staff using state system
- Providing technical assistance to AJC partner staff in usage of State systems

**H. Design the integration of systems and coordination of services for the site and partners**

The One-Stop Operator will provide leadership of partners in the comprehensive center(s) to design an integrated system that provides seamless coordination of services by:

- Reviewing local, regional and State Plan to understand the vision of leadership
- Reviewing AJC Certification Application and Memorandum of Understanding to have a general knowledge of partner program services.
- Meeting with all partner program (internal and external) to assess similarities and differences
- Establishing a local workgroup to gather front-line experience and partner “buy-in” to develop an integrated customer flow and coordination of services.
- Develop plan to be submitted to LWDB to assure all AJC partners are contributing to the center, both financially as well as through resource and staff time.
- Service integration shall focus on serving all customers seamlessly, including any targeted populations as deemed by the LWDB, by providing a full range of services



staffed by relevant functional teams, consistent with the purpose, scope and requirements of each partner program.

**I. Manage fiscal responsibility for the system or site**

The One-Stop Operator will maintain fiscal responsibility and accountability for applicable LWDB approved contract/budget for management of the comprehensive center(s). The One-Stop Operator may request purchases/services through the LWDB items outside the contract/budget agreement. Examples of purchases/services outside the One-Stop Operator contract would be purchase of replacement equipment, furniture for additional staff, and shared expenses such as advertising, supplies, etc. included in the RSA.

**J. Plan and report responsibilities**

The One-Stop Operator will develop adequate staffing plans for the comprehensive center(s) and report responsibilities to LWDB and AJC partner staff leadership for approval. Staffing plans will assure that customer service needs are met and include the flexibility to shift staff when necessary to meet demand. Staffing plans may include shared responsibilities including workshops, welcome function, assessments, etc. and should be equitable based on program benefit. Staffing plans should include contingency plans for when staff must be out due to sickness, vacation, scheduled training, etc.

**K. Write and maintain business plan**

The One-Stop Operator will write and maintain a Business Plan for the management of the comprehensive center(s) that support the local LWDB Plan and Regional Plan. The Business Plan will include an Executive Summary, Business Description, Products and Services, Marketing, Operations, Management Team, Development, and Financial, including budget and cash flow.

**L. Market One-Stop Career Center services**

The One-Stop Operator will market the AJC comprehensive center(s) services by:

- Coordinating with the LWDB and all partners to assure appropriate logos and messaging are included on any marketing materials or presentations.
- Coordinating with LWDB and all partners to promote any special events such as open houses, job fairs, etc.
- Reaching out to community and business organizations to present services of the AJC for target populations, job seekers and business.
- Evaluate branding throughout the Centers to ensure consistency and adherence to all federal, state and local mandates.

**M. Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system**

The One-Stop Operator will facilitate the sharing and maintenance of data in the comprehensive center(s), including but not limited to State systems by:

- Coordinating with LWDB to determine applicable policies/procedures for data sharing and maintenance of Personally Identifiable Information (PII).
- Establishing LWDB approved data sharing agreements between AJC internal and external partners to streamline customer service.
- Training AJC staff on sharing and maintenance of data protocols, including PII and confidentiality.
- Monitoring compliance with LWDB data sharing policies/procedures and Operator agreements to determine compliance and reporting any discrepancies to the LWDB.

#### **N. Integration of available services and coordination of programs for the site with all partners**

The One-Stop Operator will be the lead for integration of available services and coordination of programs for all partners, internal and external, of the comprehensive center(s) including, but not limited to:

- Designing and implementing a multi-partner orientation for customers
- Developing multi-partner materials to provide a comprehensive overview of all available services.
- Developing workshop and other informational offerings to be delivered by all AJC partner staff or other entities.
- Providing technical assistance and cross training for all AJC partner staff to assure customers receive a seamless, positive experience when accessing services.

## **4. FUNDING**

Southwest Human Resource Agency intends to obligate no more than \$30,000 annually for this reimbursement-based contract. At its discretion the Board may amend contracts based on performance and funding availability, and/or renew contracts for up to 3 consecutive contract periods (July 1 through June 30). Proposers must include their hourly reimbursement rate in the proposal. The rate should be inclusive, and detail all expenses, i.e. travel, etc.

## **5. APPLICANT ELIGIBILITY**

The WIOA Joint Final Rule requires Local Workforce Development Boards to use a competitive process based on local procurement policies and procedures, and the principles of competitive procurement in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at CFR Part 200 and 2 CFR Part 2900, which may be found at <http://www.ecfr.gov>. To ensure an unbiased competition, Southwest Human Resource Agency through the Local Workforce Development Area 11 Board is soliciting proposals from governmental units, public or private not-for-profit educational agencies, faith-based and community-based agencies, and/or a consortium of WIOA partners as described in the law. For more information on eligibility see:



[https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_15-16\\_Acc.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_15-16_Acc.pdf). As a result of this process, Southwest Human Resource Agency will collect, independently review, and recommend a proposer to the Local Workforce Development Area 11 Board.

## 6. PROPOSAL INSTRUCTIONS

### 6.1. Deadline

Proposals submitted in response to this RFP must be **received** by mail no later than **April 10, 2017**.

All proposals should be addressed to:

Jimmy Bell  
SOUTHWEST HUMAN RESOURCE AGENCY  
P.O. BOX 264  
Henderson, TN 37340

Proposals received to the above address before the deadline and that comply with all RFP requirements will be reviewed and considered for funding.

### 6.2. Evaluation Criteria

A committee of the Southwest Human Resource Agency staff will review all proposals to ensure compliance with the requirements of the RFP, and rate the proposals accordingly. Southwest Human Resource Agency intends to host a blind evaluation, where the organization's name will be redacted during the review to ensure an unbiased review. Evaluation is based on but not limited to:

The committee will look for demonstrated experience, capability and description of proposed approach of each proposal. The rating scale (Maximum of 75 points) is as follows:

- Understanding of the local workforce system and WIOA (5)
- Convening and facilitating diverse partners to an outcome (20)
- Client engagement approach (15)
- Meeting development (10)
- Development of performance reports and outcomes for "partnerships" (10)
- Understanding of continuance improvement (5)
- Proposed hourly rate (10)

If necessary, to clarify specific points regarding what is proposed, Southwest Human Resource Agency staff will reach out directly to the proposer.

Based on the results of the review process, Southwest Human Resource Agency will make recommendations to the Local Workforce Development Area 11 Board no later than **April 27, 2017**. The Board will make the final approval of funding on **April 27, 2017**.

### 6.3 Format of Proposal

- Arranged in proper order
- Not to exceed eight (8) pages of narrative
- Formatted to 8.5 x 11 paper size using 12 point font, 1 inch margins and Times New Roman
- Text lines may be single spaced
- All pages of narrative section must be numbered and contain the applicant name as the footer
- Quantify hours of service, and other crucial components of service delivery
- Any proposed collaboration must be supported by detail
- Be concise and avoid extraneous references and unnecessary detail

### 6.4 Content Requirements

Organizations with interest in providing the requested services should submit a proposal narrative of not more than eight (8) pages that outline the following information.

- The organization or entity's understanding and experience in workforce development, including the local system, and/or of WIOA and WIA.
- Overview of the organization or entity's previous experience facilitating large, diverse stakeholder groups to a common goal or outcome is expected. Specific examples are strongly encouraged. What is your approach in navigating and resolving challenging partnerships?
- Description of the organization or entity's expected client engagement approach. Frequency and methods of communication; expected approach in meeting agenda development, planning, and executive, etc.
- Other information, experience, or products deemed relevant to this solicitation.

Required attachments will not count against the narrative page total. Such attachments include:

- Resumes of key staff who will be assigned to this project and their roles on the project
- Line Item Budget
- Minimum three references

### 6.5 Questions on the RFP

**Questions** relating to the RFP are to be sent by **March 17, 2017** to Jimmy Bell at [jbelle@swhra.org](mailto:jbelle@swhra.org).

A consolidated electronic response to the questions will be posted on LWDA11 website at [www.westtennesseecareers.org](http://www.westtennesseecareers.org) on **March 27, 2017**.