



**REQUEST FOR PROPOSAL
FOR
ONE-STOP OPERATOR – WORKFORCE DEVELOPMENT SERVICES
RFP # 2017-01**

ISSUE DATE: February 20, 2017

PROPOSALS DUE: March 22, 2017 by 4:00 P.M.

CONTACT: Brenda Hubbard-Thomas, Executive Director
Local Workforce Development Board #40
5367 I-49 South Service Road
Opelousas, Louisiana 70570



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I. INTRODUCTION AND RFP PURPOSE

The Local Workforce Development Board #40 (LWDB) is issuing this Request for Proposal (RFP) to solicit qualified organizations with the expertise and capacity to manage the day-to-day operations of multiple one-stop career centers and to design, administer and deliver the following workforce development services to customers in Local Workforce Development Area #40 (LWDA) comprised of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion Parishes:

- Workforce Innovation and Opportunity Act (WIOA)
- Wagner-Peyser (WP)
- Veteran Services
- Migrant and Seasonal Farmworker (MSFW)
- Ticket to Work
- Trade Adjustment Assistance (TAA)
- Strategies to Empower People (STEP) – if applicable
- Other special grant-funded programs/projects, as awarded

Note: The services provided to job seeker customers also serve to ensure that the needs of business customers are met by aiding them with meeting their workforce and talent needs.

It is the Contractor's responsibility to be familiar with all laws, statutes, rules, regulations, policies and procedures that are applicable to the above-referenced services. Further, proposals shall sufficiently articulate the Contractor's plan of action to deliver the solicited services and demonstrate a successful performance track record of delivering the solicited (or comparable) services.

A. Method of Solicitation

This Request for Proposal is a competitive solicitation method being used by Local Workforce Development Board #40 to maximize the likelihood of selecting a high performing, extremely competent provider of workforce development services and operator of multiple career centers in Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion Parishes.

Notice of this RFP will be published in major newspapers throughout the LWDA #40 operating area. Upon its release, the RFP, and all accompanying attachments, will be posted on the following websites: www.stlandryparish.org

B. Eligible Contractor

Any non-profit, for-profit, educational or public entity/organization properly organized in accordance with applicable federal, state or local laws is eligible to submit a proposal. To be eligible, Contractor must be authorized to do business in Louisiana and must have been doing this business for at least three (3) years prior to the date the proposal is submitted. Minority and women-owned and operated businesses are encouraged to submit a proposal.

No entity may compete for funds if: (1) the entity has been debarred or suspended or otherwise determined to be ineligible to receive federal funds by an action of any governmental agency; (2) the



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entity's previous contract(s) with Local Workforce Development Board #40 has been terminated for cause; (3) the entity has not complied with an official order to repay disallowed costs incurred during its conduct of programs or services; or (4) the entity's name appears on the convicted vendor list.

Contractor shall have direct experience with, and extensive knowledge of, the federal workforce investment system and the services and programs associated therewith. Further, Contractor shall document an in-depth knowledge of the fiscal, administrative and programmatic requirements of the multiple funding streams utilized by LWDB #40.

C. Contract Term and Amount

It is the intent of LWDB #40 to award a single contract for the services identified herein.

The expected contract term under this solicitation will be from July 1, 2017 through June 30, 2019, provided that measurable outcomes are successfully achieved and that sufficient funds for the contract term remain available. LWDB #40 will have the option to renew the contract for two (2) additional one-year periods with Board approval as follows:

- Optional Renewal One – July 1, 2019 to June 30, 2020
- Optional Renewal Two – July 1, 2020 to June 30, 2021

Note: the option to renew is not guaranteed and the initial award of the initial contract does not imply an exercise of the option to renew.

Funding awarded under this RFP is not expected to exceed \$3,000,000 per fiscal year. Note: This amount is provided as a planning figure only and does not commit LWDB #40 to award a contract for this amount. The Contractor is responsible for proposing a reasonable total cost for delivering the services described in this RFP. Funding during the contract period may be adjusted due to changes in funding received and is based on the availability of funds.

Funding for this solicitation comes from the following sources:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Strategies to Empower People (STEP), if applicable
- Reemployment Assistance and Eligibility Assessment (RESEA)
- Wagner-Peyser (WP), as available

Certain workforce development services are integrated into the framework of the one-stop delivery system and are provided by other funding sources managed by LWDB #40 (WP, Veteran Services, MSFW and TAA). Staff from these other funding sources may be made available on a part-time or full-time basis and will be placed under the functional supervision of the Contractor.



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D. Contract Type

LWDB#40 contemplates payment under a cost-reimbursement, performance-based contract that will be based upon actual costs and performance delivery outcomes. The expected performance delivery outcomes for LWDA #40 will be linked to the federal common measures, job placements, state performance criteria, quality assurance error rate, customer engagement and follow-up, and other criteria as determined and negotiated between St. Landry Parish Government (SLPG) /LWDB #40 and the Contractor.

For the purposes of responding to this RFP, Contractor should develop a line-item budget showing all expected costs associated with delivering the proposed services

Additionally, LWDB #40 may elect to provide a contract modification that allows for the attainment of incentive funding provided that LWDA #40 is awarded incentive funding from Louisiana Workforce Commission through the achievement of performance metrics identified in the state’s Performance Funding Model.

Due to the nature of LWDA #40’s funding sources, potential changes in legislation and policies, and performance achieved, Contractor are advised that any contract awarded under this RFP may be modified to incorporate such changes, adjustments in the delivery system, or any activities provided pending the availability of funds.

II. PROCUREMENT PROCESS AND TIMELINE

Critical Date	Time	Procurement Action
February 19, 2017	n/a	Public Notice to Run in Legal Journals
February 20, 2017	n/a	RFP issued by Local Workforce Development Board #40
March 1, 2017	4:00 p.m.	Deadline for questions/requests for clarification
March 6, 2017	n/a	Answers to questions posted at www.stlandryparish.gov
March 7, 2017	4:00 p.m.	Deadline for Letter of Intent to Propose
March 22, 2017	4:00 p.m.	Deadline for Proposal submittal
April 26, 2017	Noon	Board of Directors’ approval
June 1, 2017	n/a	Target date for contract execution
July 1, 2017	n/a	Provision of services begins

All times shown are Central Standard Time (CST). LWDB #40 reserves the right to adjust the schedule when it is in the best interest of LWDB #40 or to extend any published deadline in this RFP upon notification to those who have submitted a Letter of Intent to Propose by the date and time specified.

The Letter of Intent to Propose must clearly identify the Contractor, any subcontractor(s), and the activities/services that each subcontractor will deliver. This letter of intent does not commit a Contractor to submit a proposal; however, a Letter of Intent to Propose must be submitted by the date and time specified above in order for the Contractor’s proposal to be accepted.



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The Letter of Intent to Propose and the proposal must be received at the LWDB #40 Administrative office by the dates and times shown above. The prospective Contractor is solely responsible for ensuring that any documents sent to LWDB #40 arrive on time. The LWDB #40 Administrative office is located at:

5367 I-49 South Service Road
Opelousas, Louisiana 70570
Telephone Number: (337) 942-5678
Fax number: (337) 942-9654

A. Questions and Requests for Clarification

All questions/requests for clarification must be submitted and received in writing via email by March 1, 2017 not later than 4:00 p.m. to:

Brenda Hubbard-Thomas, LWDB #40 Executive Director
proposals@wib40.org

Verbal questions/requests for clarification shall not be accepted. Further, LWDB #40 reserves the right to reject any or all requests for clarification, in whole or in part.

All written questions/requests for clarification accepted by LWDB #40 will be posted to the website by March 6, 2017 at www.stlandryparish.gov. To avoid actual or perceived conflict, or undue influence over the process, all Contractor (including the current Contractor if a proposal is submitted) are prohibited from contacting the Chief Elected Official (CEO) of St. Landry Parish, any LWDB #40 board member, committee members or staff (other than the contact listed above) regarding this RFP. Contact with anyone for purposes of influencing the outcome of the procurement will result in disqualification of the prospective Contractor from this competitive procurement process.

III. BACKGROUND INFORMATION

A. Local Workforce Development Board #40

LWDB #40 has been certified by Louisiana's Governor as a Local Workforce Development Board. LWDB #40 is one of 15 local workforce development boards in the state of Louisiana and services Local Workforce Development Area (LWDA) #40. LWDB #40's principal function in collaboration with the CEO is to provide oversight and policy guidance of the workforce development system in Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, and Vermilion Parishes (LWDA #40).

LWDB #40 is comprised of volunteers from all eight parishes within the region who represent private-sector business, labor, economic development, education, veteran's interests, community-based organizations and state agencies. Joint oversight is provided through an agreement between the CEO and LWDB #40.



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Local Workforce Development Board #40's Vision: Region IV will continue to make investments in the people of Acadiana, continue to bring jobs and continue to bring families back home and provide employment and training services where customers are valued.

The Local Workforce Development Board #40 Strategic Goals are to:

1. Develop a streamlined model to support employers.
2. Improve the effectiveness of service delivery.
3. Attract, develop and retain top talent.
4. Develop and improve partnerships that enhance workforce development.
5. Ensure that the community understands and recognizes value and services.

B. Workforce Innovation and Opportunity Act (WIOA) of 2014

The workforce services to be provided shall be in accordance with the Workforce Innovation and Opportunity Act (WIOA), P.L. 113-128, enacted July 22, 2014. As the first legislative reform of the public workforce system in more than 15 years, WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA authorizes the Job Corps, Youth Build, and Migrant and Seasonal Farmworker programs, in addition to the core programs. WIOA is designed to strengthen and improve nation's public workforce system and help put Americans back to work.

WIOA is one of LWDA #40's primary sources of funding for workforce development services. Contractor shall be familiar with the WIOA and the federal regulations applicable to the WIOA. Both WIOA and the regulations can be accessed on the Department of Labor's site (www.doleta.gov).

The Louisiana Workforce Commission is the recognized Department of Labor for Louisiana.

C. Governing Authority

The Contractor hereby agrees to comply with the Workforce Innovation and Opportunity Act (WIOA), Wagner-Peyser Act, Trade Act, and all applicable Federal, State and local laws, regulations, policies, plans, and instructions as they pertain to the Contract which are in effect at the inception of the contract or as may be promulgated or amended during its life, and will require its sub-contractor to do likewise. When determining applicability, all programs and activities funded, or otherwise financially assisted, in whole or part, under WIOA are considered to be programs and activities receiving federal financial assistance.

IV. OVERVIEW OF SERVICES SOLICITED UNDER THIS RFP

A. Contractor Responsibility and Restrictions

No more than one organization will be selected as the Contractor to deliver all activities and services described in this RFP. Each Contractor is advised that LWDB #40 will hold the Contractor totally responsible and accountable for effectively and efficiently managing and delivering the services and



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activities described in this RFP while providing excellent day to day customer service and achieving the contracted performance outcomes. The Contractor may subcontract with other entities only if prior approval of LWDB #40 is granted; Contractor are encouraged to utilize minority and women-owned and operated businesses as sub-contractor. A proposal that includes subcontracting all activities and services in this RFP to other organizations will not be considered responsive.

Any proposing entity that is a LWDA #40 approved training provider for occupational skills training will be required to specify in its proposal how any actual or perceived conflict of interest would be eliminated.

B. Services to Business Customers

Direct services to business customers is being solicited under this RFP and the Contractor shall directly provide services to business customers through its Business and Recruitment team. The designated Contractor staff must work as a team in order to ensure optimal job matching services are provided in all eight (8) parishes throughout LWDA #40.

C. Customer Service Levels

The following number of customers were provided services during the 15/16 program year:

Service Level / Description	15/16
Job Seeker:	
1. Registered Individuals	19,827
2. Individuals Enrolled	5,214
3. Training Services (ITAs/OJTs)	141
Employer:	
1. Internal job orders created	2,573
2. Services Provided to Employer	5,468

Note: The historical numbers shown above are provided for planning estimates only. Actual service levels may be higher or lower depending on the local economy, impact of marketing, changes in legislation and/or funding, etc. However, LWDB #40 hopes to increase the outreach. (the above numbers are approximate)

D. Contractor Orientation/Competency

LWDB #40 will offer the necessary training to Contractor(s) on the documents, operating procedures, and Management Information System requirements that are specific/unique to workforce development services solicited in this RFP, within certain limitations. It is a requirement that Contractor have the professional experience, prior training and applicable professional judgment within their staff/organization to perform/accomplish the proposed goals, objectives and activities submitted in accordance with workforce development services solicited in this RFP. As administrative staffing and



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funding are limited for the training and technical assistance to Contractor, Contractor with prior WIOA experience may be given additional consideration for documented performance and understanding of workforce development programs as previously delivered.

E. Management Capability

Contractor must clearly and completely demonstrate the organizational and management capacity necessary to ensure that the services and/or outcomes to be provided are achieved during the contract. These include but are not limited to:

- Delivering high quality, timely, complete, consistent, and compliant contracted services.
- Meeting or exceeding the contract objectives and performance goals.
- Working effectively with LWDB #40 staff, other service providers and community partners.

Upon contract award, the Contractor shall designate a knowledgeable primary point of contact who shall have optimum management and operations authority and be available to LWDB #40 during normal LWDB #40 business hours (as further prescribed in the Scope of Work). During peak performance periods or emergencies, the Contractor's primary point of contact and/or his/her designee(s) may be required to be available beyond these parameters. Contact information shall be made available to LWDB #40 leadership for after-hours assistance.

F. Performance Expectations

The Contractor will be held to specific performance deliverables as prescribed by LWDB #40. The Contractor must have a clear understanding of the performance measurement tools used in Louisiana (i.e., the Federal Common Measures as well as any local performance criteria established by LWDB #40. Further, the Contractor must understand that LWDB #40 has an expectation of excelling in both quantitative and qualitative common measures and the additionally added measures locally in order for LWDA #40 to perform well, to ensure that LWDB #40 is not subject to corrective action by the State of Louisiana and to provide LWDA #40 with the opportunity to earn performance incentives.

The Contractor must be able to commit to ensuring the appropriate internal processes and staffing are in place to help LWDB #40 meet the contracted/expected levels of performance and lead LWDA #40 to the top quartile in the State for performance.

For informational purposes, please see the below chart outlining the performance deliverables outlined in the current 15/16 Workforce Services Contract:



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Adult, Dislocated Worker & Youth (15 Indicators)		
Indicator	Definition	Comments
Employment Rate Quarter 2	Number of exiters employed during the 2nd quarter after exit (For youth only - numerator includes those employed or in education or training during Q2 post) $\frac{\text{Number of exiters employed during the 2nd quarter after exit}}{\text{Total Number of Exiters}}$	Supplemental data allowable if not in wage records
Employment Rate Quarter 4	Number of exiters employed during the 4th quarter after exit (For youth only - numerator includes those employed or in education or training during Q4 post) $\frac{\text{Number of exiters employed during the 4th quarter after exit}}{\text{Total number of exiters}}$	Supplemental data allowable if not in wage records
Median Earnings Quarter 2	The midpoint of wages earned during the 2nd quarter after exit for all exiters with wages in the 2nd quarter after exit	Supplemental data allowable if not in wage records
Credential Rate	Number of exiters enrolled in postsecondary education or training that obtained credential during participation or within 1 year after exit. OR Number of exiters enrolled in secondary education program and obtained secondary school diploma or equivalent during participation or within 1 year of exit AND were also employed or enrolled in education/training leading to a credential within 1 year after exit. $\frac{\text{Number of exiters enrolled in education/training program (excluding those in OJT or customized training) Including Number of exiters enrolled in secondary school program at or above 9th grade level.}}{\text{Total number of exiters}}$	Adult, Dislocated or Youth in High School Program must attain degree and be employed in Ed/training within 1 year of exit.
Skills Gain	Number of in-program participants in an education or training program that leads to a postsecondary credential or employment and are achieving skill gains in one of the following: 1) Educational Achievement 2) HS Diploma or equivalent 3) Secondary/Post-Secondary transcript/report card 4) Training Milestones 5) Skills Progression $\frac{\text{Number of in-program participants during the program year that are in education or training program that leads to a postsecondary credential or employment}}{\text{Total number of in-program participants}}$	Real-time indicator - includes those enrolled in secondary school program
WIOA Employer Indicators		
Employer Retention Rate	Number of participants employed with the same employer in Q2 and Q4 Post $\frac{\text{Number of participants employed in Q2 and Q4 Post}}{\text{Number participants employed in Q2}}$	Establishments as defined by Bureau of Labor Statistics Quarterly Census of Wages and Earnings Unlike other performance indicators, effectiveness in serving employers will be a shared outcome across the programs and not reported or tracked by program.
Employer Penetration Rate	Number of establishments that have received or who continues to receive a service or other assistance during report period $\frac{\text{Number of establishments that have received or who continues to receive a service or other assistance during report period}}{\text{Number of establishments within state during final month or quarter of report period}}$	
Repeat Business Customer Rate	Number of establishments that have received or who continues to receive a service or other assistance during report period AND who utilize a service anytime within previous 3 years $\frac{\text{Number of establishments that have received or who continues to receive a service or other assistance during report period AND who utilize a service anytime within previous 3 years}}{\text{Number of establishments that have received a service over the last 3 years}}$	



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V. KEY PROVISIONS

The selected Contractor will be bound to the following key provisions as outlined in the contract once executed:

A. Audit Requirements

The services delivered under the Contract are considered sub-recipient services and require compliance with audit requirements for federal funds required by 2 CFR 200.430. The contractor shall have an annual independent audit after expending more than \$750,000 in federal funds during the term of the Contract. The Contractor shall have an annual independent financial and compliance audit that includes coverage of workforce services within its scope, and is conducted in accordance with generally accepted auditing standards as required in 2 CFR 200.430.

- a. Contractor must submit a copy of its independent audit report as required in 2 CFR 200.430 within thirty (30) calendar days after its receipt by the Contractor but not later than nine (9) months after the end date of the Contract.

B. Internal Financial Controls

- b. Contractor shall be responsible for implementing procedures and internal financial controls governing the management and utilization of funds provided hereunder. The procedures and financial controls must be established pursuant to Generally Accepted Accounting Principles (GAAP) procedures.
- c. Contractor shall maintain separate accounting records for all funds expended under the Contract to ensure compliance with all federal and state laws and to ensure that the funds have not been unlawfully spent. All expenditures must be allowable, allocable, necessary and reasonable for proper and efficient operation of the program under the appropriate funding source administered. All funds must be reported separately.
- d. Contractor shall make available all accounting records for review upon request for examination, audit, or for the making of excerpts or copies of such records for the purpose of determining compliance with all applicable rules and regulations and provisions of the Contract.

C. Refunds/Credits

Refunds or credits from training institutions or other vendors for unearned funds or costs that have been paid by LWDB #40 or by the Contractor shall be returned to LWDB #40 within ten (10) days of being received by the Contractor or shall be accounted for in the following reimbursement request with a reduction equal to the refund or credit.



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D. Indirect Cost Rate Plan

Overhead, allocated and indirect programmatic costs are allowed and annually the Contractor must submit an Indirect Cost Rate Plan to LWDB #40 for approval. Profit is not allowed in the delivery of services under the Contract.

E. Interest & Program Income

- a. Contractor should not leave cash resulting from earned program income sitting idle in a bank account. Cash on hand should be limited to the amount needed for immediate disbursement.
- b. Program income earned on WIOA Title I programs, which include WIOA Adult, WIOA Youth and WIOA Dislocated Worker funding streams can be expended as program income.

F. Stand-In Costs

Costs paid from non-federal sources may be used to stand-in for disallowed costs identified as a result of a monitoring report or audit. These costs must be reported as uncharged program costs and must have been allowable under the grant for which the stand-in costs are offered. They are subject to verification through an audit and must be reported in accordance with standards set in 2 CFR 200.430.

G. Purchasing/Inventory

- a. All purchasing must be in compliance with procurement guidelines set by St. Landry Parish Government or the Louisiana Workforce Commission, whichever policy is most stringent. Records must be maintained to document procurement efforts to comply with this requirement.
- b. Equipment purchased as defined as tangible, nonexpendable personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit, including all costs related to the property's final intended use, shall first receive prior approval from LWDB #40. Request shall be made via written correspondence.
- c. An up-to-date inventory of all property purchased that has an individual purchase price of \$5,000 or more must be maintained and shall not be disposed of without prior written authorization.
- d. Title to supplies, equipment, real property and other expendable property acquired by a recipient of federal funds shall vest in the LWDB #40 upon acquisition for the authorized purpose of the project as long as it is needed and the recipient shall not encumber the property.
- e. All supplies, equipment, real property and other expendable property shall be returned within forty-five (45) days of Contract termination or when the property is no longer needed.



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H. Use of Equipment

Any equipment purchased under the Contract or provided by LWDB #40 for use in delivering the services under the Contract shall be used exclusively by the applicants and/or participants unless an equipment user agreement has been made part of the Contract. Such equipment is and shall remain the property of LWDA #40.

I. Insurance

Contractor shall deliver to LWDB #40 prior to the commencement of the Contract satisfactory evidence in the form of a Certificate of Insurance that the following insurance coverages, as appropriate, are in force and will not be canceled without thirty (30) days written notice to LWDB #40. Such a Certificate shall serve as proof that all Insurance and fidelity bonds, if applicable, are current and that all appropriate employees of Contractor are covered. LWDB #40 may withhold payments or terminate the Contract if the Contractor fails to maintain or provide evidence of current insurance.

- a. **Liability Insurance:** Contractor agrees to obtain a standard liability insurance policy in the single limit amount of \$1,000,000 and will provide general liability insurance in the amount of \$100,000 per person and \$200,000 per occurrence with an endorsement naming St. Landry Parish Government and LWDB #40 as an additional insured, unless Contractor is self-insured. If Contractor is self-insured, Contractor must be able to provide the same coverage and must submit proper documentation to LWDB #40 as evidence of such.
- b. **Workers' Compensation:** To the extent that the state Workers' Compensation law is applicable, Contractor must provide Workers' Compensation coverage to all employees paid directly under the Contract. Where employees covered under the Contract are not covered under a state Workers' Compensation law, then the Contractor shall provide insurance coverage for injuries suffered by employees. Income maintenance coverage is not required.

Contractor shall ensure that all employees receiving travel reimbursement, including mileage, have current motor vehicle insurance. Contractor shall comply with this part by maintaining copies of its employees' current, personal insurance cards. LWDB #40 may, at any time, require the Contractor to produce copies of insurance cards for employees receiving mileage reimbursements.

- c. **Bonding:** Contractor shall carry an Employee Fidelity Bond on every officer, director, agent, or employee authorized to receive or deposit funds or issue financial documents, checks, or other instruments of payment of program costs. Bond shall be in the amount of \$100,000 or the total amount of the Contract, whichever is less.

The bond shall be effective prior to any contract payment and for at least twelve (12) months after the Contract terminates and LWDB #40 shall be named as beneficiary.



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Contractor shall assure and require that all sub-contractor maintain the same type of insurance. All property and equipment purchased by the Contractor under the Contract shall be insured against, fire, theft and destruction in an amount equal to the full replacement cost.

J. Access to Records

At any time during normal business hours and as often as LWDB #40, the LWC, USDOL, Comptroller General of the United States, or their designated representatives may deem necessary, Contractor shall make available all appropriate personnel for interviews and all such financial, applicant, or participant books, documents, papers and records (including computer records), or other data relating to matters covered by the Contract, for examination, audit, or for the making of excerpts or copies of such records for the purpose of auditing and monitoring program activities and determining compliance with all applicable rules and regulations, and the provisions of the Contract. The above referenced records shall be made available at the Contractor's expense, at reasonable locations as determined by LWDB #40.

K. Participant Record Confidentiality

- a. Contractor must comply with the confidentiality provisions and the record retention requirements of sections 119.021, F.S., where applicable.
- b. All Contractor records classified as public records must be open and available for inspection by any person unless otherwise specified by law. It is the responsibility of the Contractor to maintain records in a location that is accessible to the public.
- c. Contractor shall not disclose any information concerning a workforce services applicant or participant to any agency or individual, other than LWDB #40, for any purpose without written consent of the participant, or his/her responsible parent or legal guardian.
- d. Contractor shall adhere to LWDB #40's Personal Identifiable Information Policy and require all staff to sign LWDB #40 acknowledgment forms.

L. Information Security

Contractor shall ensure that all staff review policies related to information systems security and Contractor shall comply with employment penalties outlined therein for its employees found to be in violation of such policies

M. Code of Conduct and Business Ethics

Contractor shall maintain written standards of conduct governing the performance of its employees engaged in the award and administration of contracts. No employee, officer, or agent shall participate



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in the selection, award, or administration of a contract supported by federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the Contractor shall neither solicit nor accept gratuities, favors, or anything of monetary value from Contractor or parties to sub-agreements. The employees of the contractor must follow the Code of Governmental Ethics issued by the State of Louisiana, and must provide documentation that all employees attain certification of training on an annual basis as required.

N. Staff Hiring, Qualifications & Training

- a. Contractor shall hire and manage qualified and trained staff, in accordance with industry and/or educational standards as well as staff who demonstrate the highest propensity to operate under the envisioned integrated service delivery model.
- b. Removal and/or replacement of key personnel require the prior approval of LWDB #40 who must be notified within five (5) calendar days that a vacancy is possible. In the event key staff positions are vacated, the Contractor will have no more than 90 calendar days from the date of notification to LWDB #40 to fill such vacancies.
- c. Each funded position must have a specific, written job description which includes the minimum required qualifications and skills for the position, the overall job of the position and the responsibility and authority of the position.
- d. Contractor shall develop and maintain training plans for all front-line positions which include specific competencies and training resources.
- e. Contractor shall implement a system to assess staff's mastery of identified competencies. The Contractor shall coordinate with LWDB #40 to develop competency exams and question sets to ensure alignment with federal, state and local expectations.
- f. Contractor shall maintain a performance management system in which an employee in a funded position will receive a written review at least annually regarding his/her performance unless deemed otherwise appropriate for more frequent reviews.
- g. Contractor shall establish, jointly with staff, goals that are in alignment with the Performance Deliverables outlined in Contract and federal, state, and local quality assurance requirements. The establishment of these goals will be to ensure that staff understand their individual role in aiding the attainment of said deliverables.



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- h. Contractor shall provide qualified programmatic and technical staff with the expertise to meet the goals, objectives and requirements of the services to be provided throughout the LWDA #40. The Contractor shall implement and maintain an effective training program which includes both management and staff development.
- i. Contractor shall require that all employees obtain the HiRE Certification administered by Louisiana Workforce Commission.
- j. Contractor shall provide and/or make available training on a regular basis regarding all workforce development programs and special grants/projects guidelines, policies and best practices.
- k. Annually, Contractor shall develop a regional training plan that addresses the training and development needs of regional staff as assessed and determined at the onset of the program year. Contractor staff will ensure that LWDB #40 staff input is sought and incorporated into the annual regional training plan. Contractor and LWDB #40 will review the plan annually to ensure adjustments are made to meet organizational needs.
- l. Contractor shall be required to list all of its organization's job vacancies in HiRE and provide placement information to LWDB #40 staff.
- m. A successful bidder would give consideration to existing staff of the current One-Stop Operators, however, it would not be mandatory.

O. Staff Salaries and Incentives

Contractor will ensure that it develops and maintains a compensation plan that provides for job progression for staff and entails a process for staff to receive merit/performance-based salary increases and/or bonuses if budgetary monies are available. Contractor may consult with LWDB #40 on an annual basis. The Contractor shall provide a total end of year compensation schedule to One-Stop Delivery System Committee of LWDB #40.

P. Health and Safety

- a. Health and safety standards, including Child Labor Laws, established under state and federal law, otherwise applicable to working conditions of employees shall be applicable to working and training conditions of workforce services participants. Where participants or employees covered under the Contract are engaged in activities not covered under the Occupational Health and Safety Act of 1970, they shall not be required or permitted to work, be trained, or receive services in buildings or surroundings or under working conditions which are found to be unsanitary, hazardous or dangerous to their health or safety.
- b. Contractor will adhere to LWDA #40's Emergency Preparedness Plan (EPP) and ensure that staff designated in the One-Stop are sufficiently knowledgeable of their roles during emergencies or situations that may disrupt normal operations.



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Further, Contractor will ensure that all of its staff are knowledgeable of their roles during emergencies or disruptions. In accordance with the EPP, Contractor shall ensure that all new employees review the EPP within 30 days of the employment start date, that the EPP be reviewed with all staff no less than annually, and that each career center performs safety drills at a minimum of once per year unless otherwise appropriate for more frequent drills.

Q. Pre-employment and Subsequent Screenings

Contractor shall develop and maintain written policies regarding pre-employment criminal background screening and drug-screening to address the actions that may occur in the event that a screening or check results in a finding. Contractor agrees that it will develop and maintain these written policies in accordance with all state and federal laws, including without limitation, the Fair Credit Reporting Act, Civil Rights Act and Title VII of the Civil Rights Act of 1964. Contractor also agrees that it will develop and maintain the written policies in accordance with The Equal Employment Opportunity Commission's ("EEOC") Enforcement Guidance Number 95.002 issued April 25, 2012, titled "Consideration of Arrest and Conviction Records in Employment Decisions under Title VII of the Civil Rights Act of 1964."

R. Incident Reporting

Known or suspected incidents of fraud, injury, program abuse or criminal conduct shall be reported to LWDB #40 immediately and utilize reporting document templates.

S. Reports

All reports and reimbursement requests shall be submitted to LWDB #40's Finance Office at 5367 I-49 South Service Rd. Opelousas, Louisiana 70570, including, but not limited to:

- a. Payment Request: Contractor shall submit to LWDB #40 an invoice and any back-up documentation to include but not limited to a general ledger detail and financial reports as specified in the Contract. The invoice must be submitted each month. Services and/or training paid in full or in part under any other contract or from any other source are not eligible for payment under the Contract.
- b. Financial and Programmatic Reports: Contractor shall ensure that financial and programmatic reports be provided no less than monthly for all program areas managed unless otherwise directed by LWDB #40. Reports must be quantitative and qualitative.
- c. Contract Close-Out Report: Contractor shall submit to LWDB #40 a Contract Close-Out Report within ninety (90) days after contract termination, summarizing all payment requests, actual expenses, inventory and other items requested by LWDB #40.
- d. Program Income Report: Government or non-profit Contractor, who generate program income from activities covered under the Contract, shall submit to LWDB #40 a Program Income Report within



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ninety (90) days after contract termination.

T. Contractor Authority

- a. Contractor shall not enter into contracts and/or agreements on behalf of LWDB #40 or its customers without prior written authorization from LWDB #40.
- b. Contractor shall not act as an agent or employee of LWDB #40 beyond the Scope of Work described herein. If Contractor takes any action outside of this designated Scope of Work, Contractor shall be liable for all costs, fees and damages that may be incurred by Contractor or LWDB #40 as a result of such actions.

U. Oversight

The Contractor shall report to and be overseen by LWDB #40. The Contractor must openly and immediately communicate to LWDB #40 leadership any challenges or problems faced by Contractor in the operation and management of the career centers that will adversely affect Contractor's performance of the Contract or LWDB #40's ability to meet federal or state requirements.

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VI. SCOPE OF WORK

It is the desire of LWDB #40 to migrate to a service delivery model that enhances the ability of LWDA #40 to meet the needs of both its job seeker and business customers by operating an integrated case management system (also referred to as integrated service delivery model) that eliminates programmatic silos and better avails job seeker customers to the array of workforce development services offered in LWDA #40. The Business Services model will seek to operate a system that ensures that business and industry are the primary customers whose needs serve as the foundational core of operations. Although this model will be business centered, it will allow us to better meet their needs by increasing job seeker customers' access to all services that LWDA #40 has available. The model as a whole requires both Contractor staff and direct LWDB #40 staff to work together to ensure operational success as well as to share the necessary information and data to allow for effective service delivery and continuous improvement.

LWDB #40 is firmly committed to ensuring that LWDA #40 provides universal services equitably to all of the various groups of employer and job seeker customers. LWDA #40 must have solid, effective methods for serving a wide range of diverse groups.

A primary measure of success for the Contractor will be meeting and/or exceeding the performance measures set forth in the Contract. With respect to the day-to-day LWDA #40 operations and management, the Contractor will be responsible for the functional integration of all workforce development activities of LWDA #40 to ensure that they meet the needs of employers and jobseekers by enhancing communication, coordination, collaboration and engagement of customers.

Successful Contractor will understand the human resource needs of business and core industries and the training and employment needs of the full range of LWDA #40 jobseekers.

Contractor should demonstrate substantial experience in assessing employer needs against labor market assets as well as workforce development and placement services. Proposals should describe Contractor':

- Capacity to expertly manage staff and operations;
- Ability to represent LWDA #40 to the community as knowledgeable human resource professionals;
- Understanding of how to deliver high quality, customer-oriented service on a daily basis;
- Ability to work as a part of a team to satisfy customers; and
- Ability to ensure system delivers the service promised to customers.



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To fully comply with the requirements of this RFP, the successful Contractor shall perform all of the following services for LWDA #40 throughout all locations in eight parishes. **Proposals for service delivery for less than LWDA #40's eight-parish operating area will be considered non-responsive.**

A. One-Stop Operator Job Description

LWDB #40 defines the One-Stop Operator's job description is as follows:

- Provide functional supervision of all One-Stop Career Center required services, including all services provided by entities that have voluntarily entered into One-Stop Memoranda of Understanding (in accordance with WIOA).
- Ensure the appropriate delivery of workforce development services in accordance with all governing laws, statutes, regulations, guidance and policies.
- Coordinate all One-Stop Career Center activities within the LWDA #40.
- Establish a single point of entry (electronic and physical) for job seekers.
- Continue to develop and enhance the workforce development system by focusing on a fully coordinated and integrated service delivery model that is market driven and offers value-added services to LWDA #40 job seekers.
- Assure the delivery of services to individuals with limited English proficiency, disabilities, or other significant barriers.
- Promote adoption of creative and innovative methods and best practices in the delivery of the required services.
- Develop and maintain written policies, i.e., broad operational guidelines (such as hours of operation, etc.) that will outline the responsibilities and objectives of each of the One-Stop Partners while providing excellent customer service.
- Develop and maintain the One-Stop (Career Center Partners) Memoranda of Understanding
- Confirm with Board staff that MOU's or agreements are on file with the Board. The Contractor is expected to ensure that the One-Stop partner adheres to MOU's, agreements and reporting procedures. The Contractor will work with One-Stop Partners to ensure that staffs' training regarding the partner's services are provided to One-Stop staff.
- Ensure One-Stop partners follow the policies of the career center.
- Facilitate a meeting of all One-Stop partners where each partner's detailed procedures and offered services will be made known to all of the other partners no less than twice a year. The Contractor shall provide a report to LWDB #40 after each meeting. Such meetings shall be hosted in each of the eight (8) parishes, preferably in each one-stop in the respective parish. Partners throughout the parish shall be invited along with the Parish Presidents and



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local elected officials.

- Increase customer satisfaction by developing flows and processes that are driven by feedback from both business and job seeker customers.
- Ensure timely and efficient handling of incoming telephone calls (possibly by a full-time switchboard operator who is knowledgeable of the basic available services and the current availability of staff). Incoming telephone calls must be answered during the listed business hours.
- Coordinate and schedule facilities usage such as, but not limited to, classrooms, assessment, and conference rooms.
- Enforce procedural, conduct, and dress code policies of LWDB #40.
- Abide by all Federal, State, and Board procurement policies.
- Maintain records of all program related expenditures by cost categorization.
- Follow any current and future Board administrative directives especially those directives that concern: fiscal responsibilities of the day-to-day operation of the One-Stop Center, Equal Employment Opportunities, and the Americans with Disabilities Act.
- Advise and assist LWDB #40 on all items relevant to One-Stop Credentialing.

Further, it is the One-Stop Operator's responsibility to ensure non-discrimination in that customers have an equal opportunity to access programs and services administered by LWDB #40. No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with programs on the basis of race, color, religion, sex, national origin, disability, age, political affiliation, marital status, sexual orientation or status as a workforce services, and each customer shall have such rights as are available under any applicable Federal, State, or local law prohibiting discrimination.

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B. Locations

The Contractor shall deliver the services described in this Scope of Work at the locations determined by LWDB #40. The current full service locations are:

Acadia Parish

11 N. Parkerson Ave.
Crowley, LA

Evangeline Parish

306 W. Main St.
Ville Platte, LA

Iberia Parish

601 Ember Dr.
New Iberia, LA

Lafayette Parish

706 E. Vermilion St.
Lafayette, LA

St. Landry Parish

1065 Highway 749 Suite C
Opelousas, LA

St. Martin Parish

215 Evangeline Blvd.
St. Martinville, LA

St. Mary Parish (Franklin)

600 Main St.
Franklin, LA 70538

St. Mary Parish (Morgan City)

900 Youngs Rd.
Morgan City, LA

Vermilion Parish

1301 Clover St.
Abbeville, LA

Levels of service needed in each location are dependent, to a certain extent, on the traffic within each office. Therefore, Contractor need to build in the flexibility to assign staff and other resources as needed to accommodate customer flow.



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C. Hours of Operation

Contractor shall adhere to the following hours of operation for LWDA #40 offices in all eight parishes unless otherwise approved by the CEO of LWDB #40.

Acadia Parish:

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

Evangeline Parish:

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

Iberia Parish:

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

Lafayette Parish:

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

St. Landry Parish:

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

St. Martin Parish:

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

St. Mary Parish (Franklin):

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

St. Mary Parish (Morgan City):

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)

Vermilion Parish:

Monday through Friday: 8:00am – 5:00pm
Thursday, Staff Development: 2:30pm – 5:00pm (closed to the public)



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Contractor shall follow the State of Louisiana holiday schedule (subject to LWDB #40 revision) and close the career centers to customers on the days upon which the following holidays are observed:

- New Year's Day
- Martin Luther King Day
- Mardi Gras Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Election Day (every other year)
- Veterans Day
- Thanksgiving Day
- Christmas Day

*Additional holidays may be proclaimed by the Governor.

D. Management and Delivery of Workforce Development Programs and Services

1. Contractor shall be responsible for providing day-to-day supervision and management of programmatic staff in the offices located in parishes of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, and Vermilion. This includes the functional supervision, oversight and management of assigned staff (which include the WIOA, Wagner-Peyser, Veteran, TAA and Migrant Seasonal Farm Worker staff) and the integration of LWC staff duties and responsibilities as they integrate with the overall service delivery operation of the career centers. The Contractor is responsible for technical and programmatic guidance and instruction for LWC staff within the career centers as well as LWC management level and staff level training and development within the career centers.
2. Contractor shall ensure that all staff hired as a result of the Contract, including subcontractor staff and all partners, understand and conduct business on a day-to-day basis in accordance with the Standard Operating Procedures approved by LWDB #40.
3. Contractor agrees to provide coordinating management and engagement of mandatory partner agencies that have staff co-located within the career centers in LWDA 40. The Contractor shall serve as the local administrative contact for all co-located partners within the career centers. The Contractor shall be responsible for initiating a "staffing" of any joint customers with the other partners' case managers to ensure that no services are duplicated, and that to the degree possible, multiple funding streams are used for the provision of training services. The Contractor shall maintain close working relationships



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with all mandatory partners to increase their involvement in, utilization of, and provision of resources to LWDA #40 customers. Required core partners include WIOA Adult, Dislocated Worker, and Youth programs, Adult Education and Family Literacy, Wagner-Peyser Employment Services, Vocational Rehabilitation, Department of Children and Family Services and Temporary Assistance for Needy Families.

4. Contractor shall be responsible for tracking and collecting demographic information in accordance with Section 188 of the Workforce Innovation and Opportunity Act. The method for collecting this information for LWDA #40 will be through the HiRE system at the point of each customer's self-initiated sign in to HiRE prior to services being rendered. Note: All customers will be required to register with the HiRE system.
5. The Contractor shall ensure that, aside from the MSFW Outreach Specialist, at least one additional Spanish/English bilingual staff person is present on a full-time basis in the LWDA #40 to ensure the needs of the Spanish-speaking population are met, or alternate service is available at all times.
6. The Contractor shall be responsible for delivering excellent customer service in the career centers on a daily basis. Contractor will coordinate with LWDB #40 to determine the method(s) that will be used to measure customer satisfaction. LWDB #40 may adopt one or more customer satisfaction measurement tool(s) as determined appropriate.
7. The Contractor shall be responsible for achieving the performance outcomes for all funding sources as negotiated with LWDB #40 and the Louisiana Workforce Commission.
8. The Contractor will utilize HiRE to electronically process and track participants' utilizing Advanced Individual Fund Tracking (AIFT) vouchers and Purchase Orders, to include funding obligations. Contractor shall provide detailed system-generated reports listing obligated funds and expenditures by customer and program no less than quarterly.
9. In keeping with WIOA, Contractor shall seek innovative ways to serve customers with barriers to employment including ex-offenders, homeless individuals, veterans, persons with disabilities, etc.

E. Program Operations

1. **Branding:** The Contract shall utilize branding approved by the Louisiana Workforce Commission.



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2. Program Orientations:

The Contractor shall provide orientations as needed to customers seeking workforce services to ensure that these customers understand the full array of services available to them and program requirements, if applicable. The frequency of delivery of these orientations shall be included in each location's master calendar but in no circumstances shall it be less frequent than once per week. The Contractor is encouraged to use web-based visuals to provide these orientations to ensure a consistent message and quality delivery.

The Contractor shall review and update PowerPoint presentations and other related handouts and materials annually (or as needed to ensure continued compliance with federal, state and/or local policy updates) following the established document control process to ensure LWDB #40's approval and that they meet the LWC and LWDB #40's branding criteria and standards.

3. Work Readiness Activities:

The Contractor shall provide staff to coordinate and deliver assessments based on LWDB #40's requirements for comprehensive assessment activities. The Contractor shall coordinate with the Business & Recruitment team to promote the use of assessments, tools and instruments with the employers in the parishes of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion as needed.

4. Workshops:

The Contractor shall deliver and/or coordinate employability and job readiness workshops in each career center. The Contractor will coordinate with the Executive Staff of LWDB #40 regarding workshop offerings in order to identify opportunities to share relevant topics between offices and educate regional staff.

5. Outreach and Recruitment:

The Contractor shall be responsible for adequately informing individuals, groups and partners of the services available. Outreach and recruitment shall also be conducted in order to attract a sufficient number of individuals who are in need of the services provided and who meet the requirements to receive such services that allow the Contractor to meet the contract's performance deliverables.

The Contractor will participate, in cooperation with LWDB #40, in targeted outreach efforts to recruit qualified candidates for local employers in need of workers. Contractor shall institute a targeted outreach strategy and process to identify job seekers who may be viable candidates for internal (preferred) job postings in Helping Individuals Reach Employment (HiRE) system who are not current customers in LWDA #40 (and may or may not be registered in HiRE). Also, close collaboration with educational institutions will be maintained to recruit recent graduates and students nearing completion of approved training programs.



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Outreach and recruitment methods may include formal advertising, use of reciprocal agreements with other agencies, flyers, brochures, word-of-mouth or other methods of program information dissemination. The Contractor must ensure that the outreach and recruitment are conducted within communities where potentially eligible customers reside and through on-going coordinated efforts with other community-based organizations. **Note: All outreach materials and publications must include the Equal Opportunity tagline as well as the "Proud Partner of the American Job Center". All materials listed above shall be approved by LWDB #40.**

Where levels of training enrollment warrant, the Contractor may place staff onsite at the location of approved training providers and partner agencies (with prior approval obtained from LWDB #40).

6. Universal Customers:

The Contractor shall ensure delivery of basic career services to job seekers and shall ensure that job seekers understand and can work with the HiRE system and are registered in the system as a job seeker. The Contractor shall ensure that job seekers have received the instruction needed to use the tools present in HiRE to conduct a competent job search. This includes the construction of suitable resumes, job searching, the use of virtual recruiter, and the proper incorporation of keywords to ensure an effective job search campaign. Informal assessment of job readiness will be a key service as part of ensuring qualified candidates are referred to employers.

The Contractor shall ensure that all staff is trained on assessment tools and benefits available to support the need for work-ready job seekers and focused case management. The Contractor shall also provide ongoing analysis and feedback related to industry trends, job seeker analysis and skills gaps.

The Contractor shall ensure that there is a system in place to monitor and address the provision of quality referrals. Quality job referrals are essential to LWDB #40 being successful in aiding local businesses in meeting their talent needs and also to the Contractor meeting its goals tied to placements against internal (preferred) job orders.

The Contractor shall establish processes to ensure that customers (including veterans) are consistently engaged in a manner that reduces their likelihood of exiting the system without employment.

7. Trade Adjustment Assistance (TAA):

The Contractor, in its role as oversight for assigned LWC- funded employees/positions, shall ensure that TAA staff provide services to eligible Trade Adjustment Assistance (TAA) customers in accordance with federal, state and local requirements. The Contractor shall also assist with Rapid Response activities in the LWDA #40, if needed.



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8. WIOA Adults & Dislocated Workers:

The Contractor shall provide staff to manage the WIOA service delivery process which includes the provision of basic career services, individualized career services, and training services in accordance with the regulations and requirements of the Workforce Innovation and Opportunity Act, state requirements and local policy. Contractor shall enroll a sufficient number of WIOA Adults and Dislocated Workers (as determined by LWDB #40 via benchmarks), who are unemployed at participation, with the goal(s) being successfully closed with unsubsidized employment or enrolled in training services.

The number served will be a combination of carryover cases as well as new enrollments. Additionally, Contractor will work to ensure that, for participants who receive training services and who also gain employment, case closure occurs subsequent to the participant securing unsubsidized employment in which the individual uses a substantial portion of the skills taught in training.

To ensure LWDB #40 meets required expenditure levels for ITAs, Contractor shall enroll the appropriate number of Adults and Dislocated Workers in training services, as needed. Note: LWDB #40 is currently required to expend, at a minimum, 20% of its WIOA Adult and Dislocated Worker expenditures on direct training costs. While the Contract does not dictate a minimum number of Dislocated Workers, Contractor is required to have an LWDB #40 approved procedure that ensures that all prospective WIOA participants are first screened for Dislocated Worker eligibility/suitability and enrolled accordingly, prior to being enrolled as an Adult.

Accordingly, the Contractor shall be responsible for delivering WIOA defined career services to the universal customer of the career centers in parishes of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion.

All WIOA customers must be assessed for need and suitability prior to the receipt of career and training services. This process is used to measure the customer's likelihood to obtain employment in his/her career area of interest and at a self-sufficient wage, their ability to complete career and/or training services if enrolled, whether or not the customer has any barriers that may impede his/her ability to obtain/retain employment or complete services/training, and whether or not the customer has the resources needed to be successful. For those customers needing additional assistance with securing unsubsidized employment, the Contractor shall be responsible for providing assessment services and individual consultation with customers.

The Contractor shall be responsible for the collection of WIOA program eligibility documentation as well as the maintenance of case records for all customers who are enrolled in WIOA. For those customers who require training in order to become



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employable, the Contractor shall be responsible for gathering additional documentation of financial eligibility and for compliance with the requirements for Individual Training Accounts (ITAs) as defined by LWDB #40. Allowable ITA expenses for Adult and Dislocated Workers is tuition. This WIOA eligibility must be completed in accordance with the strict standards established by the Louisiana Workforce Commission and USDOL.

The Contractor shall coordinate with LWDB #40 to establish the necessary processes to ensure the appropriate enrollment of customers into WIOA as well as the appropriate approval of ITAs through the establishment of teams convened for this purpose.

The Contractor shall ensure that individuals are enrolled in appropriate occupational skills and work-based training services in order to ensure LWDA #40 meets the LWC required ITA expenditure rate for WIOA Adult/DW funds.

The Contractor shall provide staff who will manage the cases of customers enrolled in WIOA through the process concluding with the customer's securing unsubsidized employment. The Contractor shall be responsible for enrolling and determining the priority of service for individuals prior to providing training services with WIOA funds. Registration involves certifying and documenting the WIOA eligibility and priority of service of the individuals to be served.

The Contractor shall provide staff to conduct follow-up services with WIOA customers that are compliant with WIOA regulations and local policy.

The Contractor will be required to report costs for each career center not less than quarterly for individuals in training, such as case management and services that are necessary to enable an individual to participate in training activities.

Contractor shall also deliver reports requested by the LWDB #40 in a timely manner.

9. WIOA Youth Services (In-School and Out-of-School) Ages 16-24:

The Contractor shall supply staff to manage the provision of outreach, recruitment, intake, assessment, case management and data entry of services related to those eligible and suitable youth participating in the WIOA Youth Program in parishes of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion. These services must be provided in accordance with WIOA law and regulations as well as state and local policies.

The Contractor shall collaborate and coordinate with community partners on issues affecting and involving service delivery to eligible and suitable youth. The Contractor shall provide services to eligible and suitable In-School and Out-of-School Youth, either directly or through collaborative partnerships that will result in achieving one or more positive



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outcomes as required by WIOA.

The Contractor is responsible for documenting eligibility and suitability for all WIOA Youth participants in accordance with WIOA and local policy.

The Contractor shall work with their Business & Recruitment team to develop work experience (as further outlined in section “16. Work Experience” herein) and employment opportunities with employers in parishes of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion. The Contractor shall ensure that all referred Youth match the hiring needs of employers.

The Contractor shall serve both In-School and Out-of-School Youth with an emphasis on Out-of-School Youth. Contractor shall ensure that a minimum of 75% of the Youth served in the WIOA Youth Program meet the definition of Out-of-School. Note: Due to the emphasis in WIOA on spending 75% of WIOA youth funds on out-of-school youth, new enrollments of in-school youth will be limited to the parameters outlined in local policy regarding the 5% exception.

a. Caseloads

Contractor shall enroll a sufficient number of WIOA Youth (as determined by LWDB #40), with the goal of being enrolled in education or training activities or successfully closed with unsubsidized employment. The number served will be a combination of carryover cases as well as new enrollments. Contractor must ensure that of the total number of Youth served, the percentage of Out-of-School Youth is not less than 75%. Additionally, Contractor will work to ensure that, for participants who receive training services and who also gain employment, case closure occurs subsequent to the participant securing unsubsidized employment in which the individual uses a substantial portion of the skills taught in the training.

b. Outreach and Recruitment

- Contractor shall use necessary strategies to recruit WIOA-eligible and suitable youth to provide appropriate services.
- Contractor shall work with LWDB #40 to determine the areas of most need and coordinate services accordingly.
- Contractor shall coordinate recruitment and outreach efforts with LWDB #40 for the creation of marketing materials to include flyers and program fact sheets.
- Contractor shall coordinate recruitment and outreach efforts with the local schools, the Department of Juvenile Justice, Department of Children and Family Services, agencies working with youth with disabilities, foster care agencies and other community agencies and groups providing services to the target population.



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c. Community Partnerships

- Contractor shall work with LWDB #40 to maintain current goodwill relationships with community partners who serve the youth population in parishes of Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary and Vermilion.
- Contractor shall work to establish new relationships with youth service providers as deemed necessary and will report progress to LWDB #40 quarterly.
- Contractor shall participate in career fairs and other events at local schools and community agencies that are consistent with LWDB #40's vision and do not interfere with the operation of normal program elements.
- Contractor shall submit an outreach report to LWDB #40 on a quarterly basis.

d. Youth Program Elements

In order to support the attainment of a secondary diploma or its recognized equivalent, entry into postsecondary education, and career readiness for participants, the following elements must be made available:

1. Tutoring, study skills training instructions, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent;
2. Alternative secondary school service or dropout recovery services, as appropriate;
3. Paid and unpaid work experience that have as a component academic and occupational education, which may include:
 - Summer employment opportunities and other employment opportunities available throughout the school year;
 - Pre-apprenticeship programs;
 - Internships and job shadowing; and
 - On-the-job training opportunities;
4. Occupational Skills Training;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupation cluster;
6. Leadership development opportunities; which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
7. Supportive services;
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;



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9. Follow-up services for not less than 12 months after the completion of participation, as appropriate;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
10. Financial literacy education;
11. Entrepreneurial skills training;
12. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
13. Activities that help youth prepare for and transition to postsecondary education and training.

10. Customer Engagement and Case Management

LWDB #40 recognizes case management as a key component of the service delivery model and critical to the ultimate success of the customer. Also, consistent customer engagement and effective case management are essential to the provision of quality workforce services to job seeker customers. It also maximizes the ability to conduct follow-up with customers both before and after they have obtained employment and increases the likelihood of customers sharing positive outcomes (job placement, credential attainment, etc.) with Contractor staff.

As part of the integrated service delivery model, LWDB #40 expects that customers who are enrolled in more than one program receive integrated case management services. Integrated case management means an individual who receives benefits/services under two or more programs, such as WP and WIOA, would deal with only one case manager from the beginning of the service delivery process through the provision of services. Integrated case management is also a process activity that ensures that the customer is progressing through the service strategy agreed to and that on-going contact with the customer is maintained throughout the time of participation, upon employment, and following program completion.

Contractor shall ensure that all individuals enrolled in WIOA are actively engaged by and with their case manager. For Adults/Dislocated Workers, contact/engagement is encouraged no less than monthly; however, a period of no contact by staff must not exceed 60 days. For Youth, contact/engagement is encouraged no less than twice per month; however, a period of no contact by staff must not exceed 30 days. Staff shall utilize service codes and case notes in HiRE to document customer engagement.

Additionally, Contractor must ensure that a consultative case management model be operated in the career centers.

11. Workforce Innovation Opportunity Program

Supplemental Nutrition Assistance Program (SNAP) benefit recipients who are Able-Bodied



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Adults Without Dependents (ABAWDS) have historically been exempt from time limit requirements for SNAP benefits in Louisiana. Without the exemption, they would only be eligible for SNAP benefits for three months every 36 months. Governor Edwards obtained a waiver, but through Executive Order # JBE 2016-12 he charged the Louisiana Workforce Commission (LWC) with creating Louisiana's own work-related requirements for ABAWDs by partnering with the Department of Children and Family Services (DCFS), the Louisiana Community and Technical College System (LCTCS) and other community resources to provide job skills assessments, training and employment assistance. The LWC's Workforce Innovation and Opportunity Program (WIOP) was developed in response to this Executive Order. Implementation began July 1, 2016.

The Contractor shall supply staff who will serve as case managers to case manage individuals under the WIOP program. The staff dedicated to this program shall work closely with the Department of Children and Family Services under the WIOP Program and will report status of participation and activities for these individuals.

12. Migrant and Seasonal Farmworker (MSFW):

The Contractor, in its role as oversight for USDOL-funded employees/positions shall ensure that the MSFW Outreach Specialist conducts outreach activities to the farmworkers of the LWDA #40 service area. The Contractor shall also work with its Business & Recruitment staff at Business and Career Solutions Center to identify employers with open positions that may lead to employment opportunities for farmworkers in Region IV. Further, the Contractor shall ensure that the following activities are taking place on an on-going basis: recruitment, intake, and data entry of services related to those farmworkers who meet the federal definition of a migrant, seasonal, and/or food processing worker.

The Contractor shall ensure that the MSFW Outreach Specialist collaborates with community partners on issues affecting and involving the provision of services to farmworkers.

The Contractor shall work with its Business Recruitment team to identify potential agricultural and non-agricultural employers in Region IV that may lead to opportunities of employment for farmworkers.

The Contractor shall ensure compliance with the agreed upon duties and responsibilities for the MSFW Outreach Specialist position. The Contractor, in its oversight role, shall ensure that the performance and equity of services is met for MSFWs based on federal, state and local guidance.

13. Re-employment Services and Eligibility Assessment (RESEA):

The Contractor shall be responsible for providing Louisiana's reemployment services and eligibility assessment (RESEA). The Contractor shall manage the RESEA pool in accordance with state and local policy and schedule claimants for orientation services to include reporting no-shows to LWC. The Contractor shall facilitate RESEA Orientation in either a group setting



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or one-on-one and ensure that each attendee receives a one-on-one assessment subsequent to Orientation. Additionally, the following services will be made available for claimants to assist them with reconnecting to employment:

- Job search workshops
- Assessments
- Counseling
- Specific labor market information
- Referrals to education and/or training
- Assistance with navigating HiRE

14. Veteran Services:

The Contractor shall be responsible for the provision of services to veterans and oversight of the Disabled Veteran Outreach Program (DVOP) Specialists, in coordination with the Louisiana Workforce Commission. The Contractor shall be responsible for providing required program reports and for ensuring that Priority of Service is provided to veteran customers.

DVOP Specialists' duties will be aligned to ensure their sole focus is on providing intensive-level services to veterans with Significant Barriers to Employment (SBE), or other veteran categories specified by the Secretary of Labor and/or LWC, in accordance with the roles and responsibilities outlined in federal and state guidance. Those veterans not meeting the SBE definition or not within a specified category identified by the Secretary are to be referred to other career center staff to receive career and/or training services, on a priority of service basis, in accordance with the veteran customers' needs.

Intensive services by DVOP Specialists to the targeted population include, but are not limited to the following activities and services:

- Assessments
- Creating and maintaining a documented plan of service
- Counseling/group counseling and career/vocational guidance
- Referral of veterans to supportive or remedial services
- Referral to training
- Development of OJT training slots for Vocational Rehabilitation & Employment participants
- Referral to employment opportunities

The Contractor shall be responsible for assisting in the development of an outreach plan designed to increase the number of SBEs served by the DVOPs. Once developed, the outreach plan will need to be shared to LWDB #40 for review and feedback.

The Contractor shall also ensure that an up-to-date network guide for services and resources available to veteran customers is created and maintained. This resource guide should be available for veteran customers and other staff. Additionally, the DVOP Specialists and other Business and Career Center staff working with veteran job seekers should coordinate with the



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Local Veterans Employment Representative (LVER) to facilitate job matching and job development for veterans.

15. Program Models

The Contractor shall ensure that each program operated in the LWDA #40 operating area adheres to state and local plans. The Contractor shall collaborate with the appropriate LWDB #40 staff members during the development of each Program Model. Once developed, Contractor shall evaluate the current program models and provide recommendations for ongoing program structure. Additionally, Contractor shall utilize currently available reports and data to support ongoing program structuring.

The Contractor shall work with the LWDB #40 during the development of the local plan.

For the WIOA Youth program, the program model must also include an incentive structure that entails meaningful incentives designed to motivate the youth towards achieving their established goals and positive outcomes. The Contractor and LWDB #40 will ensure that each Program Model aligns with the Region IV Local Plan. Where updates to the plan are required, LWDB #40 will be responsible for making such updates.

16. Work Experience/Internships/Transitional Jobs

Contractor shall coordinate the development of work experience opportunities with public and private-sector agencies and businesses. The Contractor shall provide staff to serve as the point of contact for employers interested in engaging with the Work Experience/Internship program to include: outreach/site recruitment; advising employers regarding the work experience program; providing the necessary documents for their review, completion and/or execution; and advising them regarding other services available to them from the Business and Recruitment team. Additionally, the Business and Recruitment team will promote the Work Experience/Internship program to employers in the effort to support the work experience/internship program with identifying and securing work sites. The designated Contractor staff should also coordinate with Business and Recruitment team to determine outreach efforts that may already be occurring by the assigned Business and Recruitment Team representative to ensure a duplication does not occur.

Contractor shall manage participant selection and placement at established work sites. Worksite selection will be based upon several criteria, and will include the worksite's ability to provide adequate supervision and the skills the participant will gain from the experience, at a minimum.

Contractor shall complete a worksite agreement prior to the commencement of work experience/internship which will identify requirements for time and attendance records, evaluations and monitoring by the Contractor staff.

Contractor shall provide work site orientations for employers. Contractor shall deliver



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orientations and workshops to participants to ensure preparedness for work experience/internship/transitional job opportunities.

Contractor shall be responsible for managing payroll for paid work experience/internship sites and the overall management of the Work Experience/Internship Program(s).

17. On-The-Job Training(OJT)

The Contractor shall be required to develop effective delivery of OJTs for employer and job seeker customers. The Contractor shall have staff dedicated to developing OJT contracts with employers.

18. Special Grants and/or Contracts, and Workforce Services

Additional grants, contracts and workforce services may be obtained and provided by LWDB #40 during the program year. The Contractor shall be required to support LWDB #40 in the administration/local management of these additional grants and contracts. Federal or State mandated programs may or may not be funded, however, services must be rendered.

F. Process Management Quality Assurance

The Contractor shall internally audit processes for Workforce Innovation and Opportunity Act, Wagner-Peyser, Trade Adjustment Assistance, Migrant Seasonal Farmworker and special projects/grants program requirements, if applicable.

The Contractor shall regularly review existing workforce services policies, procedures and directives for continuing suitability as well as ensuring staff understands the requirements communicated through these documents. The Contractor shall track and address any issues denoted in either internal or external quality assurance reviews where findings or other non-compliance issues result from staff's failure to follow current policy. The results and identified issues from the reviews will be submitted to LWDB #40 on a quarterly basis.

The Contractor shall coordinate with LWDB #40 to create and update procedures, desk guides and forms to ensure that staff has access to the correct documents.

The Contractor shall consult with LWDB #40 on significant process changes that impact service delivery or programmatic operations to ensure both LWDB #40 and Contractor expectations are incorporated prior to implementation.

G. Coordination of Business and Recruitment Team

The Contractor shall establish an effective process for managing a supply-demand system in which the Contractor identifies the supply (job seeking customers) to meet the needs of local demand (employers). This process will include specific requirements tied to recruitment events, assisting employers with hard-to-fill positions, and ensuring the Business and Recruitment team is aware of the talents and skills of the local supply so that Business and Recruitment outreach efforts may be targeted with this information in mind.



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The Contractor shall establish and implement a process for determining the qualification of job seeking candidates prior to the issuance of job referrals. The goal is to significantly reduce the number of unqualified job seekers referred to employers.

The Contractor shall assist in efforts to improve outreach to local employers. The Contractor shall provide staff, as operations permit, to work to leverage relationships with both local Chambers of Commerce and Economic Development organizations. The Contractor shall provide staffing for public appearances, recruiting events, and skills upgrade training as scheduled in the community.

The Contractor shall coordinate with the Louisiana Workforce Commission to provide rapid response services to area employers and workers affected by temporary or permanent business layoffs.

1. Job Order Management

The primary job of all Contractor staff is getting people placed in the right jobs. The Contractor staff are required to enter and maintain the job orders themselves, effective job order management also includes matching open jobs with skilled and qualified job seekers (job matching), job referrals and job placements. The LWC and LWDB #40 will establish regular communications with Contractor staff to transmit real-time information on employers' current needs for workers, labor market trends and feedback from employers on services received. The cooperative flow of information between all parties is vital to the success of LWDA #40's desired integrated service delivery model.

2. Job Matching and Job Placements

The Contractor shall provide staff for job matching, job referrals, job placements and job development services. The designated Contractor staff must work as a unified team in order to ensure optimal job matching services are provided. The goal of this unified effort is to ensure that each employer and job seeker are satisfied with the employment outcome. Effective job matching also requires staff to be skilled and knowledgeable about strategies and tools for establishing job seeker aptitude, skills, experience, interest and job retention, including the Louisiana STAR job system.

The Contractor is responsible for providing job placement assistance to all job seeker customers who are enrolled in and receiving workforce services from Contractor staff. For customers who receive training services, the Contractor may be required to coordinate with the training provider's placement staff, providing the customer with job leads as well as job development.



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H. Monitoring and Continuous Improvement

1. File Maintenance, Documentation & Timeliness of Data Entry

- a. The Contractor shall ensure that all customers' files, both hard copy and electronic, are up-to-date and accurate and contain all required documentation.
- b. The Contractor shall ensure timeliness of data entry for all programs. For WIOA, the application must be entered into HiRE within one business day of the date of application. Program exits must be entered within one business day of the date of the customer's exit. For all programs, Activities/Services (including follow-up services) and case notes shall be entered within two business days of services being rendered.

2. Quality Plan

The Contractor shall develop and maintain a Quality Plan that provides guidance that will be used to monitor the quality of programs and services provided in the LWDA #40. The plan will be evaluated annually, and Contractor and LWDB #40 will review the plan semi-annually to ensure adjustments are made as needed to address identified monitoring trends or changes in organizational needs.

3. Monitoring Schedule

- a. Reviews by program will take place in accordance with the monitoring methodology identified by LWDB #40, LWC and USDOL. LWDB #40 Monitor will monitor no less than 10% of all enrolled WIOA individuals. Contractor shall respond in writing to monitoring reports and requests for corrective action plans within twenty (20) business days after the receipt of the monitoring report from LWDB #40.
- b. Contractor shall institute a system for monitoring fiscal, participant and program activities for compliance with the Contract.
- c. The Contractor shall maintain documentation to verify completion of all monitoring activities.
- d. Contractor shall ensure that all staff responsible for program compliance receive appropriate grant administration and program compliance training.
- e. LWDB #40 will provide no less than 24 hours of notice prior to a monitoring review.

4. Program Areas to be Reviewed

WIOA (Adult, Dislocated Worker and Youth), Wagner-Peyser, STEP (if applicable), and Special Projects/Grants.



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5. Monitoring Tools

LWDB #40 has developed current review tools. Copies of tools will be made available to the Contractor prior to the actual review. Any changes made to the state monitoring review tools will be adopted and implemented at LWDB #40's level.

6. Linkage to Training & Development

The Contractor shall ensure an appropriate linkage between quality and training staff to ensure that formal and informal corrective action plans incorporate appropriate staff training. Additionally, as local quality assurance reviews occur at both the Contractor and LWDB #40 levels, it is important that communication occurs with the One-stop delivery committee to ensure consistencies between monitoring outcome reporting, trending and identification of training needs.

Training conducted as a result of federal, state or local quality assurance reviews (whether one-on-one or in a group setting) must be documented in writing and recorded electronically.

7. Monthly Operations Review

The Contractor shall participate in regular meetings of the local Leadership Team to review contract items, processes, customer and performance data, the results of internal quality assurance monitoring and corrective action efforts.

The Leadership team will include designated members of both the Contractor and LWDB #40's leadership team.

8. Continuous Improvement

The Contractor shall establish and maintain reliable mechanisms that will immediately identify when a problem occurs, (administrative or programmatic), and when corrective action is necessary. This continuous improvement process shall include, but is not limited to the following:

- a. Tracking Effectiveness – The Contractor will track effectiveness using monitoring data, state reporting data, customer feedback (client and employer focus groups and survey results), and feedback from the general public. Data must be quantitative and qualitative. The Contractor shall also conduct at least a quarterly review and analysis of the data to identify trends, issues, etc.
- b. Performance Evaluation – The Contractor shall continuously evaluate its performance and the overall success of the workforce development service delivery system. This shall include a comprehensive analysis of both financial and performance aspects of the Contractor's operation.

I. Financial Reporting and Administrative Expectations

The Contractor shall provide financial staff that has experience in managing and accounting for multiple funding sources. The Contractor shall have internal controls in place to ensure



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the entire system is consistent and responsible. The Contractor understands and affirms that there can be no supplanting or co-mingling of funds received through the Contract. All funds will be traceable to the appropriate workforce grant and will be necessary and allowable. The Contractor understands and affirms that any revenues above costs that are generated through the use of funds must be reported and returned to LWDB #40.

On a monthly basis, the Contractor shall provide detailed financial reports on all expenses for the prior month. The format of such reports will be developed by LWDB #40 and provided to the Contractor. Monthly reports must be submitted electronically on or before the 15th of every month.

The Contractor shall follow procurement guidelines issued by Federal, State and LWDB #40 authorities.

J. Reporting

The Contractor shall provide LWDB #40 with a quarterly report that includes data from all operations of the career centers in LWDA #40 as outlined in the Contract. Additionally, Contractor shall provide a quarterly report that summarizes the activities and performance of all operations of the career centers in LWDA #40. The design and structure of the quarterly report will be determined by LWDB #40. The quarterly report must be provided to LWDB #40 in accordance with the timeline outlined in the Contract. The Contractor shall work with LWDB #40 to establish a schedule and format for fiscal reporting.



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VII. RESPONSE SUBMITTAL

A. Responsive Proposals

To be considered responsive, proposals must meet the following minimum criteria:

One (1) original proposals, ten (10) copies and an electronic version must be received by the Local Workforce Development Board #40 Administrative office by **no later than the due date and time shown in the Procurement Timetable of this RFP**. The timely delivery of a proposal is entirely the responsibility of the Contractor. Proposals postmarked on or before the proposal due date but delivered after the due date or time will be considered non-responsive. Proposals hand delivered after the due date or time will be considered non-responsive. Proposals that do not have all required attachments and do not follow length guidelines will be considered non-responsive.

1. Must be printed single-sided, doubled spaced on 8.5" x 11" paper with 1" margins on each side using a 12-point font.
2. Each page (except the cover sheet) must be sequentially numbered at the bottom of each page.
3. The original proposals must be manually signed in blue ink by an official authorized to represent and bind the proposing agency and should be marked "original".
4. Proposals must be presented in the same order as set forth in "Proposal Outline and Format" section below and contain all requested information.
5. Giving incomplete or erroneous information or withholding important information could result in disqualification or, subsequent, contract termination.
6. Contractor must demonstrate a general understanding of the service delivery system, the services solicited by this RFP and the ability to effectively and efficiently manage and deliver those requested services.
7. The Proposal Narrative shall not exceed 35 pages.

LWDB #40 will not return proposals, binders or exhibits to Contractor. All proposals become the property of LWDB #40 and will be a matter of public record.



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B. Proposal Outline and Format

All proposals must be assembled according to the following outline:

1. Cover Page – use Attachment A

2. Organizational Background – use Attachment B

3. Proposal Abstract/Executive Summary

- a. Provide a description of your organization to include its mission, vision and values.
- b. Demonstrate an understanding of the workforce development system in Louisiana.
- c. Outline key organizational achievements within the past three (3) years.
- d. Briefly describe why your organization is seeking award of this RFP and any unique or innovative aspects that may set your organization and/or your response apart from others.

4. Proposal Narrative (not to exceed 35 pages)

Clear, thorough, concise answers are preferred rather than overly verbose narrative that does not provide a specific response. Get to the point as quickly and completely as possible. Do not repeat statements or ideas within the text of the proposal. Referring the reviewer to another section of the proposal for other information is preferred rather than repeating the information.

a. Organizational Experience / Capabilities

Describe the proposing organization's experience in providing the services proposed and the organization's capabilities to deliver the proposed services by thoroughly responding to the following.

1. Describe your organization's experience in managing and delivering each of the workforce development programs and services outlined in this RFP in a One-Stop career center environment. Be sure your response clearly articulates the states and timeframes in which services were managed and delivered. (Sections D-J)
2. Detail your organization's experience outlined above by providing specific data on performance outcomes achieved to demonstrate the organization's ability to meet contractual performance standards. Note: The information should be provided in table format and include the goals set (either through a contract, plan, or policy) and provide verifiable performance achievement data against those set goals. Examples of the types of goals being requested include, but are not limited to: federal, state or local performance measures; training completion rate; job placement rate; average wage at placement; job retention rate; cost per placement; participation rate(s); job seeker satisfaction rate, etc. Provide this information for each of the programs mentioned in "1" above for each contract held in Louisiana and in other states during the past three (3) years. Provide a contact person, phone number and email address for each such contract. Note: the expectation is that the



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Contractor furnishes performance information for all programs for every state where the Contractor has provided services (included in **Attachment C**).

3. Describe your organization's experience with operating a programmatically integrated service delivery model that has the needs of business and industry at the core of your operations.
4. Describe your organization's financial and administrative experience and capabilities. Include in that description experience in managing and accounting for multiple federal, state and local funding sources in accordance with GAAP.
5. Describe your organization's experience conducting self-monitoring for contract performance and compliance.
6. Describe your organization's experience with developing and implementing a continuous improvement model.
7. Describe your organization's experience in managing and providing value added One-Stop services that benefit employers. Include in that description experience in: 1) matching the hiring needs of employers with individuals who meet their minimum qualifications, thus eliminating referrals of unqualified candidates; 2) job matching activities; and 3) determining job seeker work readiness.
8. Describe your organization's experience with functionally supervising staff who are employed by another organization.
9. Describe any industry-recognized quality certifications held by your organization and provide a brief narrative describing each. Additionally, describe the integration of your quality certification and processes into your service delivery model. A copy of any issued certificates should be included reflecting current standing. (Do not include certificates that are no longer active).

b. Strategy

Contractor must outline the following strategies for how they intend to deliver the workforce development services outlined in the Scope of Work:

1. Identify and implement collaborative strategies with any mandated partners that demonstrate a seamless referral system and coordinated service delivery (to ensure services are not duplicated by partnering organizations).
2. Provide excellent customer service to job seeker customers as well as measure customer satisfaction.



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3. Orient customers to the array of services available to them.
4. Deliver assessments as part of a comprehensive initial assessment process. Also include a description of your overall assessment process (to include which tools are utilized) and how it coincides with the effective creation of employment plans.
5. Develop, maintain and present curriculums that emphasizes core values and instills meaningful work ethics, employability skills, job readiness/job search skills and interview techniques, and your ability to modify/adjust those services as needed, based upon feedback from area employers.
6. Attract a sufficient number of job seekers to ensure the contractual requirements are met. Further, identify and recruit job seekers who may be viable candidates for job postings but who are not engaged with the workforce system.
7. Ensure customers are effectively able to utilize Louisiana’s online labor exchange system (HiRE) and enhancing their job search resources and skills.
8. Operate a service delivery model that increases wages and reduces the period of unemployment for job seekers.
9. Deliver services to customers with barriers to employment.
10. Manage the TAA program (include references to prior experience and performance).
11. Manage WIOA service delivery processes that include the provision of basic and individualized career services as well as training services in accordance with WIOA and the associated regulations. As part of the strategy, describe how the Contractor intends to:
 - a. Attract a sufficient number of eligible Adults and Dislocated Workers.
 - b. Ensure appropriate enrollments based on both eligibility and suitability.
 - c. Ensure appropriate expenditure levels of training dollars.
12. Manage the provision of outreach, recruitment, enrollments, assessment and case management activities for WIOA youth participants. Note: When outlining your strategy, include the number of youth your organization has served and correlating performance data. Also, identify the key features of your product and its comparative advantages over products offered by competitors designed to achieve the same performance objectives. As part of the strategy, describe how the Contractor intends to:



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- a) Attract a sufficient number of eligible Youth.
 - b) Ensure appropriate enrollments based on both eligibility and suitability.
 - c) Deliver a year-round youth work experience program (to include prior experience managing an equivalent or similar program).
13. Provide creative and innovative follow-up services for one year post-exit that help program completers maintain employment.
14. Engage customers consistently and utilize a consultative approach to case management.
15. Engage WIOP and STEP customers in countable work activities. As part of the strategy, describe how the Contractor intends to:
- a) Ensure appropriate pre-penalty and sanctioning processes are followed timely.
 - b) Recruit and develop Community Work Experience sites that address the career interests of customers as well as provide marketable and transferable skills.
 - c) Take a targeted approach to connecting WIOP/STEP customers with self-sufficient employment.
 - d) Provide services to help customers retain employment and not return to public assistance.
16. Manage the MSFW program (include references to prior experience and performance).
17. Manage the RESEA program.
18. Manage services to Veterans. As part of the strategy, describe how the Contractor intends to:
- a) Ensure priority of service is given to eligible veterans and spouses.
 - b) Establish a service delivery model that ensures DVOP Specialists only work with veterans with SBEs.
 - c) Develop effective outreach methods/strategies.
 - d) Meet the required Intensive service rates by DVOP Specialists.
19. Establish creative methods to programmatic operations. In your response, provide examples of program models the Contractor has operated in other contracts for any of the workforce development services solicited in this RFP.
20. Operate work experience/transitional jobs/internship program for eligible customers in coordination with the Business and Recruitment team. As part of the strategy, describe how the Contractor intends to:
- a) Develop meaningful, targeted worksites
 - b) Recruit employer partners



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Note: Share any prior experience with serving as the employer of record for work experience programs (or special projects/grants) and any associated successes.

21. LWDB #40 believes that On-the-Job Training (OJT) can be a major component in the local scheme for serving employers and job seekers alike. Describe your organization's past experience in providing and/or overseeing OJT-related activities. Furthermore, describe your organization's experience with and its approach to coordinating, overseeing and providing customized training activities related to employer workforce requirements.
22. Manage (or supporting LWDB #40 in managing) special grants/projects. Note: the response should include strategies tied to staffing or functionally supervising special grant staff hired directly in LWDA #40 as well as performing to meet the stated deliverables.
23. Ensure programmatic compliance as well as effective process management through quality assurance processes.
24. Establish and maintain a continuous improvement process that includes data collection, reporting, data analysis and corrective action mechanisms to ensure that performance goals are achieved.
25. Establish (together with LWDB #40) an effective process for managing a supply-demand system in which the Contractor assists with the identification and preparation of the supply (job seeker customers) to meet the needs of local demand (employers). As part of the strategy, include how the Contractor intends to:
 - a) Ensure the provision of quality job referrals.
 - b) Identify the role of the organization in supporting LWDB #40 to meet the needs of local employers.
 - c) Be effective with job matching and job placements
 - d) Maximize employer recruitment events coordinated with community stakeholders.
26. LWDB #40 considers customized training – i.e., Incumbent Worker Training Program (IWTP) to be a viable tool for assisting area employers with upgrading workforce skills and remaining competitive within their industries. Detail your organization's past experience in providing and/or overseeing IWTP activities.



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c. Staffing

As further explained in the Key Provisions subsection of this RFP, the Contractor shall hire and manage qualified and trained staff who have the required skill set and technical expertise to ensure the goals, objectives and requirements of this RFP are met. The experience, abilities and motivation of the staff play a critical role in the ultimate success of the service delivery.

1. **Key Staff** - Describe how key One-Stop Career Center leadership will be selected and assigned to this Contract and provide copies of their resumes with the proposal (in **Attachment D**). For positions where the key person is not known, a job description may be submitted in place of the resume. In preparing your response, consider the attributes required by the key individuals who will have the most responsibility for shaping your product, connecting it to the customer, and achieving performance. Focus on personal attributes, skills, knowledge, and commitment. We are most interested in:
 - a) The names and job titles of the key staff that will be in LWDA #40 and assigned to work on this project or, if not known, key staff job titles and how such staff will be selected;
 - b) Why these specific individuals or, if not known, job titles are critical to project success;
 - c) If a team approach to management is planned, how the strengths of these key individuals are complementary and not duplicative; and
 - d) The further assistance and expertise that will be made available by your organization to support these key individuals.
2. **Career Counselors/Case Managers** - Based on your staffing chart, identify the number of career counselors/case managers and their estimated caseload (do not include managerial, supervisory or support personnel in these estimates). In preparing your response, be specific about the steps your organization will take to reassign personnel in the event caseload numbers exceed your estimate.
3. What will be done to ensure consistency of operation while anticipating some turnover among staff members?
4. What will be done to instill a professional culture, a sense of accountability, and to align individual efforts toward common goals and objectives?
5. **Staff Development** - Staff development is vital to the success of all LWDB #40 services. Qualified staff exhibit enthusiasm, capability and commitment to customers, as well as demonstrated commitment to their own professional development. Contractor will be required to submit a comprehensive staff development training plan to:



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- a) Describe the Contractor’s staff development plans. Specifically, include plans for delivering information technology training, case management, program policy, customer service, and management/supervisory training. Specify for each type of training the duration and the frequency.
- b) Describe plans for an ongoing training program that focuses on ensuring that all staff acquire the basic competencies of their positions and are kept abreast of all new information and processes in a timely manner. Specify, for each type of training, the duration and the frequency.
- c) Describe how new hires are on-boarded to include targeted training relative to their positions.
- d) Describe plans for compliance with Louisiana Workforce Commission’s requirements for One-Stop Credentialing including the Contractor’s plan for staff to meet the initial certification requirements.

Further, it is vital that the Contractor has administrative management capabilities required to attract and maintain appropriate staff. Contractor must have in place, or agree to establish, Personnel, Grievance, Travel, and Equal Opportunity/Nondiscrimination Policies; Job Descriptions; and Performance Management or Individual Development Plan. Contractor will provide copies of established policies and plans listed above as attachments to this proposal (as part of Attachment E).

6. Transition Plan

An “investment” will be required of any successful Contractor; that investment being uncompensated time and effort in training new staff, transitioning from the current Contractor to a newly selected organization in order for services to begin with no interruptions on July 1, 2017. The uncompensated period is from June 1, 2017 to July 1, 2017. Describe how the Contractor will deal with this investment in order to conduct an orderly transition from the current One-Stop provider and deliverer of services to ensure that there is no disruption in services or negative impact on the customers. Detail the action steps, strategies and time lines with specific dates for transitioning the services requested under this RFP. This should be presented in table format.

7. Performance Outcomes

Describe how performance outcomes will be achieved. Explain your organization’s approach to meeting performance standards and how you intend to document, track, validate and report performance outcomes. Provide an assurance that you are committed to achieving the performance indicators including an assurance that your organization will provide a performance and production matrix consistent with LWDB #40’s directive prior to execution of the Contract. Identify any enhanced levels of performance your organization is committed to produce for each of the measures referenced. Clearly describe why your organization believes achievement of these enhanced levels is possible. (i.e. counseling will be provided to 100 clients).



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8. Budget Narrative

A detailed line item budget must be submitted on the attached Budget forms (**Attachments F & G**). Costs included in the proposed budget cannot already be paid by another source; they must be actual costs incurred in delivering the proposed services, and these funds cannot supplant funds already received by the Contractor.

a. Provide a budget narrative that justifies each proposed expense included on the budget forms in terms of necessity, allow ability and reasonableness. Show the method of computation.

b. Give details of the organization's Indirect Cost Rate Plan, overhead and allocated costs. For example, prorating the cost of supplies based on the number of staff, or the cost of salaries based on percentage of time spent on the Contract.

c. Identify any in-kind resources/support for the service delivery system beyond what is requested in the budget. Include each committed or proposed source of funding and the amount of that funding.

d. State what contingency plans are in place to repay LWDB #40 in the event that there are any disallowed costs as a result of an audit or monitoring review.

e. Describe how the Contractor will financially support the costs of doing business until an invoice can be submitted and paid by LWDB #40. Note, no advance payment will be made.

f. If funded, what percentage of the proposing agency's total budget will this contract represent?

g. If funded, the Contractor will be responsible for substantiating its monthly request for funds and completing monthly reports on forms to be provided by LWDB #40. The Contractor shall not use more than \$50,000.00 of the contract funds to cover administrative cost, which include accounting costs. Describe how the Contractor will fund any administrative cost it may incur in excess of \$50,000.00 per year.

h. What system will be in place for the tracking of ITA, support services, ancillary services, incentives, obligations and expenditures? How will this system be managed?

In preparing the budget, Contractor should take into consideration that LWDB #40 will directly pay for facility costs (rent, utilities, phones), equipment (copiers, desks, chairs, tables), information technology (data lines, network development and maintenance, hardware, software, technical support), customer training (tuition, books, uniforms, OJT employer reimbursements, customized training costs), support services for customers (child care, transportation, car repair), and the majority of marketing costs (name recognition media buys, resource room supplies and information pieces, signage, assistance with other brochure development). Therefore, Contractor should not



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include costs for such expenses in the budget submitted with the proposal.

All proposals will be evaluated on the basis of cost-effectiveness in relation to high quality service delivery. To accomplish this, LWDB #40 staff shall conduct an analysis of proposed costs during the proposal review process. Contractor is therefore encouraged to submit its best offer for providing the services solicited in this RFP and to thoroughly describe and justify the proposed costs. This analysis shall be conducted to ensure that the proposed costs are necessary, fair and reasonable; to determine if the proposed costs are allowable and allocable; to determine if there is no duplication of costs with other programs; to ensure that the costs are directly associated with carrying out only the proposed services; and to ensure that the proposed costs will benefit the workforce development delivery system.

9. Administrative and Financial Capabilities Checklist [use Attachment H]

10. Mandatory Additional Attachments

Attachment I	Assurances
Attachment J	Instructions for Debarment & Suspension and Other Responsibility Matters Certification
Attachment K	Certification Regarding Lobbying, Certification for Contracts, Grants, Loans and Cooperative Agreements
Attachment L	Insurance Certification
Attachment M	Drug-Free Workplace Certification
Attachment N	Non-Discrimination Certification
Attachment O	Audit Requirements



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C. Conditions Applicable to All Proposals

The following conditions are applicable to all proposals:

1. Proposals submitted after the date and time stated on the proposal timeline will not be considered. It is the Contractor's responsibility to insure that its proposal meets all submission requirements.
2. Contractor is subject to applicable equal employment opportunity requirements. LWDB #40 reserves the right to request copies of the latest Equal Employment Opportunity reports.
3. If a Contractor wishes to submit a proposal in collaboration with other partners to provide components of the activity areas, only one proposal shall be submitted. An example to demonstrate the collaboration may be in the form of an interagency agreement.
4. No proposal will be considered if:
 - a. The entity has been disbarred by an action of any governmental agency; or
 - b. The entity's previous contracts with Workforce Development Boards have been canceled for cause; or
 - c. The entity has not complied with an official order of any agency of the State of Louisiana or the United States Department of Labor to repay disallowed costs incurred during its conduct of projects or services; or
 - d. The entity has any record of public entity crimes; or
 - e. For any cause such as pending litigation or if the Contractor is determined irresponsible.
5. By submission of this proposal, the Contractor certifies that in connection with this proposal:
 - a. The fees or costs in the proposal have been arrived at independently without consultation, communication, or agreement with any other Contractor, or with any competitor for the purpose of restricting competition, as to any matter relating to such fees; and
 - b. No attempt has been made or will be made by the Contractor to induce any other person or firm to submit a proposal for the purpose of limiting or restricting competition.
6. Each person signing the proposal certifies that:
 - a. He/she is the person in the Contractor's organization legally responsible, within that organization, for the decision as to the prices or costs being offered in the proposal; or
 - b. He/she is not the person in the Contractor's organization legally responsible, within that organization, for the decision as to the prices or costs being offered in the proposal; however, that he/she has been duly authorized in writing, with a copy attached, to act as agent for the persons legally responsible for such decision.
7. Service providers must maintain a drug-free workplace for employees and customers.



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VIII. SELECTION

LWDB #40 maintains a policy that an organization must possess the demonstrated ability to perform successfully under the terms and conditions of a proposed contract prior to the contract being executed. Determinations of demonstrated performance shall take into consideration such matters as to whether the organization is in alignment with LWDB #40's value statement and has:

- Adequate financial resources or the ability to obtain them.
- The ability to meet the RFP design specifications at a reasonable cost, as well as the ability to meet performance goals.
- A satisfactory record of past performance in delivering the proposed services, including demonstrated quality of services and successful outcome rates from past programs.
- The ability to prioritize and provide services and/or a program(s) that can meet the need identified.
- A satisfactory record of integrity, business ethics and fiscal accountability.
- The necessary organization, accounting and operational controls.
- The technical skills to perform the work.

A. Proposal Review and Contract Award

Proposals will be initially reviewed and rated by LWDB #40's review team using a point system based on a Proposal Evaluation / Rating Form. The review team will prepare a proposal-rating summary for review by the Board and/or one of its committees. Proposals will then be evaluated by appropriate Board members. Prospective providers may be invited to make oral presentations and /or explain their proposals.

A contract may be awarded based on offers received, without discussion of such offers with the Contractor. Each offer should, therefore, be submitted in the most favorable terms, from a price and technical standpoint that the offer can make. However, the review team reserves the right to request additional data, oral discussion or presentation in support of written proposals.

Final award of a contract will be contingent upon:

- Successful negotiation of a contract
- Acceptance by the Contractor of the contract terms and conditions
- Satisfactory verification of past performance and systems (e.g., financial), where applicable
- Availability of funding



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B. Appeal Procedure

In accordance with applicable regulations, Contractor who are denied funding have the right to appeal. The following steps must be taken for organizations to appeal funding decisions:

1. Submit a letter within three (3) business days from the date of the contract award to the Executive Director of LWDB #40 stating that an appeal to the contract award is being filed and the specific reasons for that appeal based on the four criteria below:
 - a. Clear and substantial error or misstated facts by the review team upon which the decision was made by the LWDB #40
 - b. Unfair competition or conflict of interest in decision making process
 - c. Any illegal or improper act or violation of law
 - d. Other legal basis on grounds that may substantially alter the LWDB #40's decision

The Executive Director will review the appeal and respond within 10 business days.

2. In the event the Executive Director's response is not satisfactory to the Contractor, an appeal to the LWDB #40 may be requested. The request must be addressed in writing within 15 days from receipt of response from the Executive Director of LWDB #40 to:

Local Workforce Development Board #40
Attention: Mr. Patrick Fontenot, Board Chair
5367 I-49 South Service Road
Opelousas, Louisiana 70570

The appeal will be heard at a time set by the Chair of LWDB #40 after consultation with legal counsel.

C. Conditions of this RFP

This Request for Proposal does not commit or obligate LWDB #40 to award a contract, to commit any funds identified in this RFP document, to pay any costs incurred in the preparation or presentation of a proposal to this RFP, to pay for any costs incurred in advance of the execution of a contract, or to procure or contract for services or supplies.



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Further, LWDB #40 reserves the right to:

1. Accept or reject any or all proposals in whole or in part which it considers not to be in its best interest. No guarantees, expressed or implied, are made by LWDB #40 or its agents as to the availability of funds.
2. Change or waive any provisions set forth in this RFP.
3. Return non-conforming proposals without review.
4. Waive informalities and minor irregularities in proposals received.
5. Negotiate any and all proposed terms, conditions, costs, staffing level, services/activities mix, and all other specifics.
6. Request a) additional data, b) technical or price revisions, or c) oral presentations in support of the written proposal.
7. Determine that an arms-length agreement exists between the Contractor and any subContractor or vendors they might choose to use.
8. Require the establishment of escrow accounts for a Contractor that currently has outstanding debts to LWDB #40 as a result of audits or monitoring reviews.
9. Conduct a pre-award review that may include, but is not limited to, a review of the Contractor's record keeping procedures, management systems, accounting and administrative systems, and program materials.
10. Change specifications and modify contracts as necessary to (a) facilitate compliance with the legislation, regulations and policy directives, (b) to manage funding and (c) to meet the needs of the customers.
11. End contract negotiations if acceptable progress, as determined by LWDB #40, is not being made within a reasonable time frame.
12. In the event of a tie between one or more proposed Contractor, the Chairman of the Board shall break the tie.
13. The decision to award the Contract shall be made by the board with the approval of the CEO.



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Glossary

CEO – Chief Elected Official

DVOP – Disabled Veterans Outreach Program

DW – Dislocated Worker

ITA – Individual Training Account

LVER – Local Veteran Employer Representative

LWDA #40 – Local Workforce Development Area #40

LWDB #40 – Local Workforce Development Board #40

LWC – Louisiana Workforce Commission

MSFM – Migrant Seasonal Farm Worker

RFP – Request for Proposal

SLPG – St. Landry Parish Government

STEP – Strategies to Empower People

TAA – Trade Adjustment Assistance

TANF – Temporary Assistance for Needy Families

USDOL – United States Department of Labor

WIOA – Workforce Innovation and Opportunity Act

WIOP – Workforce Innovation and Opportunity Program

WP – Wagner-Peyser