



# REQUEST FOR PROPOSAL

## Workforce Innovation and Opportunity Act ONE-STOP OPERATOR

for the period July 1, 2017 – June 30, 2018

Release Date: December 9, 2016

Due Date: January 27, 2017 by 3:00 p.m. est

## Introduction

Baltimore is a diverse and vibrant city. It is the region's hub for the arts, cultural activities, sporting events and "quality of life" amenities that attract young professionals to live and work. It is home to world-class medical institutions and highly ranked colleges and universities. It has the interconnectivity of investment, workforce, infrastructure, proximity to a major port where goods and materials can be transported, and the potential for future business growth and economic revitalization. The workforce system and its One-Stop Centers play an essential role in ensuring that Baltimore employer needs and expectations are met to keep and grow existing business and attract new business through the development of a talent pipeline of trained and skilled workers.

This RFP was prepared based upon the Workforce Innovation and Opportunity Act of 2014 and associated U.S. Department of Labor's Regulations and guidance. This Federal law was implemented to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States. WIOA provides the framework for a national workforce preparation system that is flexible, responsive, customer-focused, and locally managed. Mandatory core program partners include Adult, Dislocated Worker, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation, along with required partners specified in the Act. Bidders are strongly encouraged to read Training and Employment Guidance Letter 04-15 issued by the U.S. Department of Labor that outlines the vision for the One-Stop system under WIOA.

The three hallmarks of WIOA include:

- The needs of businesses and workers drive workforce solutions, and local boards are accountable for this within the communities they serve.
- One-Stop Centers provide excellent customer-centric services and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

WIOA is built around the following key principles:

- Increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages, and to provide employers with the skilled workers they need to succeed in a global economy.

- Promote improvement in the structure and delivery of services to better address the employment and skill needs of workers, jobseekers, and employers.
- Increase the prosperity of workers and employers and the economic growth of communities, regions, and states, and the global competitiveness of the United States.
- Provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention and earnings of participants, and increase attainment of recognized postsecondary credentials by participants.

The Baltimore Workforce Development Board (Board) oversees the Workforce Innovation and Opportunity Act (WIOA) funds for the City of Baltimore. Currently, the City of Baltimore through the Mayor's Office of Employment Development (MOED) serves as Grant Recipient, Fiscal Agent, Administrative Entity, One-Stop Operator, and, in some cases, Service Provider for WIOA funded Youth, Adult, and Dislocated Worker Services.

In Section 107 of the legislation and in § 678.605 of WIOA Regulations Local Workforce Boards are required to competitively procure the One-Stop Operator role and responsibilities. The Baltimore Workforce Development Board has contracted with an independent consultant to assist a Board Committee in soliciting and selecting a One-Stop Operator. § 678.615 says that firewalls must be in place to ensure that a current Operator may not be involved in conducting the competitive process. The procurement is separate from MOED to ensure the absence of conflict of interest in the event MOED makes the decision to propose to continue serving as the One-Stop Operator.

The Baltimore Workforce Development Board is soliciting proposals to identify a single One-Stop Operator for both of the Baltimore comprehensive One-Stop Centers:

- Eastside One-Stop Career Center  
3001 E. Madison Street  
Baltimore, Maryland 21205
- Re-entry Center @ Northwest One-Stop Career Center  
Mondawmin Mall  
Baltimore, Maryland 21215

The One-Stop Centers employ a triage service delivery model. This model ensures that a customer is not forced to follow a prescribed set of processes that may not meet their needs. Rather, a Greeter provides the customer with an informal assessment and overview of Career Services and Center resources and then connects the customer to the appropriate service and/or partner.

## Resource Information

Potential bidders may get helpful background information from the Local Integrated Plan that was recently submitted to the State of Maryland by the Baltimore Workforce Development Board. The plan can be found at:

[http://baltoworkforce.com/documents/ri\\_moed\\_localplan\\_2016\\_DLLR\\_submission.pdf](http://baltoworkforce.com/documents/ri_moed_localplan_2016_DLLR_submission.pdf)

The U.S. Department of Labor has a WIOA Online Community of Practice that provides information sharing needed to implement WIOA at:

<http://on.workforcegps.org>

WIOA law and regulations can be found at:

[www.doleta.gov/wioa/](http://www.doleta.gov/wioa/)

Maryland's WIOA Combined State Plan

<http://www.baltoworkforce.com>

Current local Memorandum of Understanding can be found at:

<http://www.baltoworkforce.com>

## RFP Timeline

12/9/16	Request for Proposal Released and Posted on <a href="http://www.baltoworkforce.com">http://www.baltoworkforce.com</a>
12/23/16	Letter of Intent Due to Mary Ann Lawrence at <a href="mailto:malaw528@aol.com">malaw528@aol.com</a> (the Letter of Intent is not mandatory but suggested to ensure that communication regarding questions and answers is provided)
12/23/16	Deadline for Questions to Mary Ann Lawrence at <a href="mailto:malaw528@aol.com">malaw528@aol.com</a>
01/06/17	Question and Answers Released and Posted on <a href="http://www.baltoworkforce.com">http://www.baltoworkforce.com</a>
01/27/17	Proposals Due electronically to Mary Ann Lawrence at <a href="mailto:malaw528@aol.com">malaw528@aol.com</a>
02/15/17	Board Committee Evaluation and Recommendation
By 03/31/17	Full Board Approval and Chief Elected Official Approval and Award Announcement
04/30/17	Negotiate and Direct MOED to Finalize Contract
07/01/17	Contract Start Date

## Technical Details

The contract resulting from this RFP begins July 1, 2017 and will be a one-year agreement through June 30, 2018 with the ability to extend the contract for up to one additional year at the sole discretion of the Baltimore Workforce Development Board and the Chief Elected Official. Contract extensions may be based on funding availability, satisfactory performance, and other factors determined appropriate by the Baltimore Workforce Development Board and the Chief Elected Official.

Once the contract has been awarded, the Baltimore Workforce Development Board, in collaboration with the Chief Elected Official, reserves the right to modify delivery design. In the event the modification requires additional labor hours on the part of the One-Stop Operator terms will be negotiated and the contract modified. The Board also reserves the right to de-obligate funds from the One-Stop Operator if it fails to meet contractual requirements.

The successful bidder will be required to agree to the Contract General Terms and Conditions, have all controls securely in place, and agree to comply with any policies created by the Baltimore Workforce Development Board and any applicable Federal or State policies, regulations, or laws. The successful respondent to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the costs of those services. The funding award will not be final until an executed agreement is in place. The final negotiated proposal narrative and budget schedule will constitute the Statement of Work for the contract. The content of the accepted proposal will become the basis for the negotiation of a final contract agreement. Applicants are advised that most documents in the possession of the Board are considered public records and subject to disclosure under Maryland's Public Records Law.

This RFP does not commit the Baltimore Workforce Development Board to direct the award of a final contract agreement and will not pay any costs incurred in the preparation of a proposal to this request. The Board reserves the right to request additional data, discussion, or presentation in support of written proposals. The Board may reject any or all proposals received and reserves the right to cancel in whole or in part this RFP if it is in the best interest of the Board to do so.

A bidder may not be recommended for funding regardless of the merits of the proposal submitted if it has a history of contract non-compliance with the Baltimore Workforce Development Board or any other funding source. Subcontracting is not permitted without written authorization from the Board.

Bidders who have submitted a proposal may protest the award of the contract according to the following process:

1. Protests must be filed electronically and be received by the Board's consultant at malaw528@aol.com by April 15, 2017. All protests are public information after the protest period ends.
2. All protests must state the basis for the protest in clear terms and provide an alternative the protester finds acceptable. The basis of the protest must be a violation of a State or Federal contracting law, rule, or regulation applicable to the contracting process.
3. The independent consultant will forward all protests to the RFP Review Committee and provide detail on whether the protests meet the above conditions.
4. During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by the RFP Review

Committee. In the event a protester fails to respond, the protest will be dismissed and no further protest will be accepted relative to this RFP.

5. The Board RFP Review Committee will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than May 15, 2017.
6. The Board RFP Review Committee will document the submission of a protest and the findings in meeting minutes.

## **Eligible Applicants**

Organizations eligible to submit proposals may fall within any of the following categories:

- Governmental Agencies
- Private Non-Profit Organizations
- Private For-Profit Businesses
- Educational Entities

## **One-Stop Operator Roles and Responsibilities**

The One-Stop Operator must coordinate the service delivery of required one-stop partners and service providers of core program partners and other required partners working with the comprehensive One-Stop Centers. This includes managing partner responsibilities in the comprehensive One-Stop Centers as defined in the Memorandum of Understanding (MOU). In the State of Maryland, the WIOA Memorandum of Understanding is currently being developed but will include standard considerations as described herein.

The WIOA MOU serves the key purpose of defining partner roles and focuses, in part, on the shaping of the workforce system. This includes the sharing of resources, referral agreements, etc. In the end, the overall goal is to ensure efficiency within the City of Baltimore's workforce system. As such, to ensure that all partners clearly understand the roles and responsibilities of each Partner under the workforce system, Maryland requires the use of a single umbrella MOU that applies to all Partners in the local area.

WIOA was signed into law on July 22, 2014, and went into effect July 1, 2015. 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 has two tiers of partners: Core Program Partners and Required Partners.

The Core Program Partners who are required to collaborate and participate in the One-Stop System include: WIOA Adult, Dislocated Workers, Youth; Wagner-Peyser labor exchange; Adult Education and Literacy; and, Vocational Rehabilitation. Core Program Partners are in the common performance measures pool and must work closely together to achieve success.

Required Program Partners must participate in the MOU process and provide coordinated services with the comprehensive One-Stop Centers. Required Program Partners include the four Core Program Partners as well as: Career and Technical Education, Title V Older Americans, Job Corps, Native American Programs, Migrant Seasonal Farmworkers, Veterans, Youthbuild, Trade Act, Community Services Block Grant, HUD, Unemployment Compensation, Second Chance, and TANF. In the event any of the required partners do not have funding in the City of Baltimore local area, their participation is waived.

Providing businesses with the skilled workforce they need to compete in the global, regional, and local economies is central to Maryland's vision in implementing the Federal Act. Maryland's workforce system provides a talent pipeline through the establishment of partnerships between State and local entities, businesses, economic development, education, and community stakeholders. To ensure that the workforce system efficiently meets the needs of both the businesses and the jobseekers that it serves, Maryland's workforce agencies have jointly developed the State's workforce plan with the intent that this vision is carried out in each of the local workforce development areas through their One-Stop Centers.

In the WIOA MOU partners must acknowledge that they will abide by the philosophy of *People before Performance*, as explained in [Maryland's WIOA Combined State Plan](#), in order to serve the comprehensive needs of all Marylanders. The Parties must all acknowledge that they will cooperate and collaborate with the entities administering the Maryland Combined State Plan under WIOA.

Bidders may review the existing MOU for the purpose of this RFP with the understanding the successful bidder will need to comply with the revised document to be completed by July 1, 2017.

The One-Stop Operator will be the point of contact regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive One-Stop Centers. This will include convening partner meetings on a regular basis as well as stakeholder meetings including all core program partners and advising the Administrative Entity and Board Staff on partner operational challenges and successes.

In support of the WIOA MOU the One-Stop Operator responsibilities will also include:

- Coordinating service delivery among partners
- Managing hours of operation at the comprehensive Centers
- Facilitating customer flow, customer service, initial assessment, resource room usage, tracking, and referral processes are carried out as agreed upon in the WIOA MOU
- Communicating Board and Administrative policies and procedures to all partners
- Reporting to the Administration and Board on Center activities

The One-Stop Operator will submit a written and verbal report on work accomplished and challenges encountered on a quarterly basis to the Baltimore Workforce Development Board. In addition, the One-Stop Operator will gather data for the Board from the partners on a quarterly basis including: common measure information; tracking incoming clients; resource room usage; and program specific referrals as outlined in the WIOA MOU.

## **FY2016-2017 Estimated Award for One-Stop Operator**

\$50,000 that must include all expenses for staffing, including indirect costs if applicable.

## **Submission Information and Requirements**

### ***General Submission Information***

To be considered for funding, an entity must submit a proposal along with other supporting documentation in accordance with the instructions of this RFP. When evaluating a proposal, the Board will consider how well the respondent has complied with these instructions and provided the required information. The Board reserves the right to request clarifications from any bidder regarding information in their proposals.

Bidders may request clarification to comply with instructions during the Question and Answer period December 9, 2016 through December 23, 2016 by emailing Mary Ann Lawrence at [malaw528@aol.com](mailto:malaw528@aol.com). The Board's RFP Review Committee will discuss and respond to all questions by January 6, 2017 and post the answers on <http://www.baltoworkforce.com>. Bidders shall not direct questions or have conversations regarding this RFP with any Board Members, the Consultant, or MOED staff.

The response to this RFP should be economically prepared, with emphasis on completeness and clarity of content. The proposal, as well as any reference materials presented, must be typed in English in at least 12-point font and must be on standard 8 ½ " by 11" paper with no less than one inch margins. Foldouts containing charts, spreadsheets, and oversize exhibits are permissible.

## **City of Baltimore Requirements**

### ***Contract Funding Source***

Funding for One-Stop Operator is made possible by a grant from the U.S. Department of Labor and is administered by the Baltimore City Mayor's Office of Employment Development (MOED) in partnership with Maryland Department of Labor, Licensing and Regulation (DLLR).

### ***Compliance Requirements***

Any award of a contract under this RFP will be subject to applicable requirements of the funding sources, including the U.S. Department of Labor, the Maryland Department of Labor, Licensing and Regulation and the City of Baltimore. These terms and conditions include, without limitation, provisions regarding reporting, insurance, indemnification, audits, nondiscrimination, minority and women's business enterprise requirements, veterans' priority of service, conflict of interest and local hiring provisions.



**Available Funds Note**

It is suggested that the organization has a minimum of three months operating capital on-hand throughout the term of the contract.

**Public Records**

Responders are advised that documents in possession of the Mayor's Office of Employment Development are considered public records and subject to disclosure under the Maryland Public Information Act

**Contractor Qualifications and Responsibilities**

All businesses/organizations must meet a minimum level of administrative and fiscal capacity in order to contract with MOED. Therefore, all applicants given selection notification must provide the following Documentation of Qualifications within a ten-day period after notification. Failure to satisfactorily provide the following documentation could result in disqualification of proposed award.

## Documentation of Organization's Qualifications:

- Currently in good standing with the Maryland Department of Assessment Taxations at time of proposal submission.
- Legal entity (Proof of Incorporation, 501(c) (3), etc. and Designation from the IRS of tax-exempt status) if applicable. Must submit document proving legal entity.
- Written personnel policies. Must submit table of contents of personnel policies.
- Written conflict of interest policy for staff and board. Must submit copy of Conflict of Interest Policy.
- Written grievance procedure for customers/clients. Must submit copy of grievance procedure.
- Ongoing quality assurance process for services. Must submit descriptions of process.
- For organizations with an annual budget of at least \$100,000, must submit most recent annual budget document identifying the various sources of the amounts.
- For organizations that have more than one revenue source, must submit revenue documentation identifying the various sources of the amounts.
- Proven fiscal capacity including capacity for fund accounting. Must submit bound copy of most recent formal audit completed within last year. Must satisfactorily address all findings.
- Verify that the program has procured and will maintain during the life of the contract the following required insurance coverage: professional liability, errors and omissions; commercial general liability insurance, including contractual liability insurance; business automobile liability (if applicable); worker's compensation coverage; and employee dishonesty insurance. Must submit copies of certificate of insurance with contract.
- Adequate method to collect client information and demographics. Must submit sample of format or report.
- Demonstrated ability to collect outcome data that measures performance to plan. Must submit report showing actual to planned performance.
- A networked computer system connected to the Internet with a browser that is compatible with any current cloud applications or databases required by MOED; the system should have a PDF reader, office applications compatible with the current

version of Microsoft Excel and Word, and email accounts for all individuals accountable for this contract or willingness and budget to acquire the technologies. Must submit letter describing how organization currently addresses or plans to address these criteria.

### ***Proposal Content and Scoring***

There are 100 possible points. Proposals will be evaluated on the following four criteria.

1. **All proposals must contain the following documents in this order:** (10 points)
  - a. Title Page Including Entity, Contact Person (email, phone, address)
  - b. Executive Summary (no longer than 1 page)
  - c. Proposal Narrative (no longer than 10 pages)
  - d. Budget
  - e. Three References Attesting to Experience
  
2. **Experience and Philosophy** (30 points)

Describe your experience with and/or philosophy regarding the following:

  - a. Visionary leadership while operating within structured rules and guidelines.
  - b. Fostering collaboration and partnerships.
  - c. Measuring customer satisfaction.
  - d. Working on diverse/divergent issues or agendas to reach outcomes.
  - e. Serving diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, dislocated workers with experience, and young adults.
  - f. Understanding of Federal laws and workforce or related laws, including the Workforce Innovation and Opportunity Act.
  - g. Experience with operating One-Stop Centers in the current and previous legislations.
  
3. **Approach** (50 points)

Describe how you will approach the One-Stop Operator roles and responsibilities identified above in terms of:

  - a. Staffing (Including Job Descriptions, Experience, and Percent of Time Allocated to One-Stop Operator Duties)
  - b. Partner Collaboration
  - c. Partner and Center Communication
  - d. Performance Reporting
  - e. Adherence to Board and Administrative Entity Policies and Procedures
  
4. **Budget** (10 points)
  - a. Proposed Direct Cost Detail
  - b. Proposed Indirect Cost Detail