

Thomas P. Miller and Associates

Serving as Independent Procurement Entity For:



Serving the counties of:

*Chester, Decatur, Hardin, Hardeman, Haywood, Henderson, Madison,
and McNairy*

**REQUEST FOR PROPOSAL FOR
WORKFORCE INNOVATION & OPPORTUNITY ACT:
American Job Center – One-Stop Operator**

Release Date: January 15, 2021

Proposals Due: February 15, 2021

Contract Period: June 26, 2021 – September 30, 2022*

**With 3 one-year extensions based on performance.*

*This project is funded under an agreement with the State of Tennessee – TN Department of Labor and Workforce Development.
EOE. Auxiliary aids & services are available upon request to individuals with disabilities. TDD# 731-286-8383*



Table of Contents

Section I: Program Description & Background.....	3
1. The Workforce Innovation and Opportunity Act.....	3
2. Southwest Tennessee Local Workforce Development Board.....	3
3. Thomas P. Miller & Associates, LLC	4
4. RFP Components for One-Stop Operator	4
Coordinating Services	4
Performance	4
Delivery of Services.....	4
Reporting.....	5
5. Eligible Applicants	5
6. Project Timeline & Funding.....	6
7. American Job Center Locations.....	7
8. Participant Data & Performance Outcomes	7
Section 2: Scope of Work.....	9
1. One-Stop Operator	9
Section 3: Submission & Evaluation.....	12
1. Bidders Questions	12
2. Proposal Instructions	12
3. Evaluation and Award.....	12
4. Notice of Award	13
5. Appeals Process	13
6. Fiscal Review	13
7. Past Program Performance.....	13
8. Accessibility and Equal Opportunity	13
Attachment A: Cover Sheet	14
Attachment B: Conflict of Interest Form.....	15
Attachment C: Budget.....	16
Attachment D: References.....	17
Attachment E: Role of the One-Stop Operator.....	18



Section I: Program Description & Background

1. The Workforce Innovation and Opportunity Act

The Workforce Innovation and Opportunity Act (WIOA) is a federally funded program through the U.S. Department of Labor and the State of Tennessee Department of Labor and Workforce Development (TDLWD). WIOA is a primary source of federal funds for workforce development activities throughout the nation; however, the legislation requires multiple partners to contribute to infrastructure operations and services through an Infrastructure Funding Agreement (IFA). The core programs in Tennessee are Title I - Adult, Dislocated Worker and Youth; Title II - Adult Education and Literacy Activities; Title III Wagner-Peyser Act; Title IV of the Rehabilitation Act of 1973; and Temporary Assistance for Needy Families (TANF). In addition to core programs, the following are required programs that are available in the local area: Title V Older Americans Act/Senior Community Service Employment; Career & Technical Education Programs (Carl D. Perkins Act); Trade Adjustment Assistance; Veterans Employment Services – Jobs for Veterans State Grant; Community Services Block Grant; Unemployment Insurance; and Migrant & Seasonal Farmworker Program.

WIOA funds are awarded to the Chief Elected Officials (CEOs) of a Local Workforce Development Area (LWDA) to serve two primary customers—job seekers and businesses through a One-Stop system branded as the American Job Center (AJC) system. The intent of WIOA is to strengthen the workforce system through innovation and alignment of services to promote individual and economic growth, meeting the business and industry needs in the area. One of the main purposes is to assist individuals with barriers to employment in increasing their access to employment, education, training, and support so they may succeed in the labor market.

2. Southwest Tennessee Local Workforce Development Board

The Southwest Tennessee Local Workforce Development Board (SWLWDB) is comprised of members from across 8 counties in Southwest TN, including Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy Counties. Board members are appointed by local county mayors and confirmed by the Governor. The local board, in partnership with local elected officials, plan and oversee the local workforce system. Local plans are updated periodically and submitted for the Governor’s approval.

The SWLWDB is responsible for oversight, which is essential to be effective stewards of the system and the tax dollars it manages. Additionally, SWLWDB:

- Regularly evaluates internal budgets and contractors’ expenditures and progress toward meeting performance goals
- Designates a “One-Stop” operator who manages and coordinates service delivery at the American Job Centers
- Directs American Job Center staff to develop procedures to meet performance goals
- Evaluates staff performance
- Identifies providers of training services
- Monitors system performance against established performance measures
- Negotiates local performance measures with the state board and the Governor
- Helps develop the labor market information system
- Leverages public and private resources to meet business needs and promote economic growth



3. Thomas P. Miller & Associates, LLC

Thomas P. Miller & Associates, LLC (TPMA) has been contracted by the SWLWDB to lead the procurement process for selecting a One-Stop Operator. TPMA is a full-service consulting firm based in Indianapolis, Indiana with over 30 years of experience in workforce development activities, including helping workforce boards in strategic planning exercises. Through analysis, alignment, and action, TPMA applies our mission statement of empowering organizations and communities through strategic partnerships and informed solutions that create positive, sustainable change to every project assigned. For more information of TPMA's experience and expertise, please visit us at <http://www.tpma-inc.com>.

As the contracted entity to lead this procurement process, TPMA serves as a separate and independent outside entity to conduct the competition" for the One-Stop Operator. TPMA will review all submitted proposals and evaluate them on a scale coordinated and agreed upon by the SWLWDB, with guidance from the Tennessee Department of Labor and Workforce Development. Based on its evaluation, TPMA will submit its selection, along with a description of the selection process and scoring justification, to the Board for approval.

4. RFP Components for One-Stop Operator

Coordinating Services

In serving as a One-Stop Operator (OSO), the entity must refrain from establishing practices that create disincentives to provide services to individuals with barriers to employment; these participants may require long-term services such as intensive employment, training, and education services. Practices will not be developed that fail to provide access and opportunity for eligible participants to receive (and gain the benefit of) WIOA services (WIOA Section 121[d][4][B]). For example, the OSO must ensure that training is not a requirement for WIOA enrollment; the OSO and Local Board will avoid policies that require participants to carry the burden of tuition expenses through a reimbursement process.

One-Stop Operator will follow all WIOA policies developed by the Southwest Tennessee Local Workforce Development Board and the State of Tennessee Workforce Services Division regarding the administration of the WIOA Program.

Performance

The OSO agrees to collect performance information from providers of on-the-job training, customized training, incumbent worker training, internships, paid or unpaid work experience opportunities, and transition employment as may be required. This performance should quantify post-secondary credential attainment achieved by participants, rate of employment after a participant exits from a training program, and earnings after a participant exits from a training program. This information will be used to determine whether the providers meet such performance criteria as the Governor may require (WIOA Section 122[h][2]). Please see Attachment A regarding performance. Such information will be disseminated identifying providers that meet the criteria as eligible providers of training services.

Delivery of Services

The proposal should contain a statement that the OSO agrees to and will abide by carrying out all assigned duties as related to the delivery of services within the One-Stop system (WIOA Section 134[c][2]2[C]), including any specialized funding opportunities. If the Southwest Tennessee Local Workforce Development Board receives specialized funding opportunities, the OSO will work with the Local Board to execute these services at the direction of the Southwest Tennessee Local Workforce Development Board.



If the United States Department of Labor (USDOL) or TDLWD allocate additional or specialized funds to the Southwest Tennessee Local Workforce Development Board, the Local Board will direct the OSO on how to leverage the additional funds to maximize service delivery within the Southwest Local Area. In such instances, the Local WIOA Director will contact the OSO Director to make him/her aware of additional funding. A meeting will be conducted with the Local WIOA Director, OSO Director, and Regional Director to determine strategies to plan for propagation of the additional funds.

Reporting

The OSO will be required to provide quarterly reports to the Southwest Tennessee Local Workforce Development Board and Board staff to inform them of trends concerning the operation of the One-Stop System. Reports will inform the Board and staff of strengths and weaknesses of service delivery within the Local Area, specifically as they pertain to the primary indicators of performance issued by the USDOL. These measures are in place to ensure the Southwest Tennessee Local Workforce Development Board meets the negotiated targets established by the TDLWD. Criteria used to demonstrate performance includes, but is not limited to, post-secondary credential attainment achieved by participants, rate of employment after participant exits from a training program, and earnings after a participant exits from a training program. The OSO should submit a plan of how these targets will be met.

Note: The SWLWDB is seeking entities to become the Title I Service Provider (Adult, Dislocated Worker, and Youth) and One-Stop Operator. Interested bidders may bid on one or all the contracts, however contracts will be awarded to different entities per the State's requirements. The Board may negotiate with providers to determine which role the provider will excel in the most. Per TN Department of Labor June 2020 Workforce Services Policy – One-Stop Operator & Service Provider Procurement:

“...the State strengthens federal guidance 20 CFR 678.625 – which requires that the OSO and CSP be different entities. This requirement creates a natural firewall between the OSO and CSP to ensure compliance with roles and duties. In addition, the LWDB is expected to procure multiple service providers to ensure proper coverage of effective youth, adult, and dislocated worker services.”

5. Eligible Applicants

Eligible applicants include an entity (public, private, or nonprofit), or a consortium of entities (including a consortium of entities that, at a minimum includes three (3) or more of the one-stop partners), of a demonstrated effectiveness located in the local area. Entities may include:

- An institution of higher education
- An employment service State agency
- A community-based, non-profit organization or workforce intermediary
- A private-for-profit entity
- A government agency
- Other interested organizations or entities, which may include a local chamber of commerce or other business organization, or a labor organization

NOTE: Elementary schools and Secondary schools **are not eligible** to apply, but nontraditional public secondary schools such as night schools, adult schools, or area career and technical education schools are eligible. All applicants must disclose any potential conflicts of interest arising from their relationships with



training or other service providers. In addition, all applicants must ensure that they do not and will not establish practices that create disincentives to providing services to individuals with barriers to employment that may require longer-term services, such as intensive employment, training, and education services.

All applicants must comply with Federal regulations and procurement policies relating to the calculation and use of profits.

The applicant must be able to demonstrate previous experience, the capacity, and the commitment to develop and implement a comprehensive one-stop delivery system in Southwest Tennessee Local Workforce Area.

Further, the LWDB will declare entities **ineligible** if they are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers, or principals. Respondents must comply with Section 504 of the Rehabilitation Act of 1973, the Federal Drug-Free Workplace Act of 1988, and the Americans with Disabilities Act to be eligible.

6. Project Timeline & Funding

The table below provides a timeline of activities for this procurement. In the event dates are changed, TPMA will provide notice through the procurement portal <https://www.tpma-inc.com/swtn-procurement/>.

Activity	Date
RFP Release	01/15/2021
Deadline for Bidder Questions	01/29/2021
Response to Bidder Questions Posted	02/05/2021
Proposal Deadline (email only)	02/15/2021
SWLWDB Approval	04/22/2021
Notification to All Bidders	04/23/2021
Contract Begin Date	06/26/2021

For planning purposes, the contract amount for the next 12 months shall not exceed \$140,000.00. SWLWDB is seeking bids with a budget below this amount that capitalizes on cost effectiveness and efficiencies. The amount is subject to change based on availability of funding from the State of Tennessee.

The SWLWDB will notify contract award to the successful respondent(s) effective no later than 04/23/2021.

- Subject to performance and fund availability, the selected contractor may be eligible for up to three (3) 1-year extensions with budget subject to SWLWDB approval.
- Specific line items require a detailed explanation.
- All funding of this RFP is contingent upon the SWLWDB and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the SWLWDB.



- For the awarded contract, the submitted proposal, with any negotiations, will become part of the official contract file. Any commitments made in the proposal will be part of the contract and will be binding on the contractor.
- The contract will be awarded as a line-item cost reimbursement. No expenses are reimbursable until a contract or letter of authorization has been issued to incur cost as of a specific date.
- The issuance of this solicitation in no way commits the SWLWDB to pay any cost for the preparation and submission of a proposal. The Bidder assumes all costs of preparation of the proposal and any presentation necessary for the proposal process.
- The SWLWDB may elect to reject all proposals if scope of work is not adequately addressed, fund request is not appropriate for scope of services, or for other reasons deemed appropriate by the SWLWDB.

7. American Job Center Locations

The American Job Centers are “one-stop” access points for services available the workforce system. Job seekers can utilize resource rooms with computers, copiers, fax machines, telephones, and job search materials, as well as attend workshops, and receive one-to-one job search assistance, career counseling, and access training funds to improve skills.

The eight (8) American Job Centers in Southwest TN include one (1) comprehensive, two (2) affiliate, and five (5) specialized offices.

Chester County (Specialized) 269 North Church St., Henderson, TN 38340 2019 Average Monthly Traffic: 64 2020 Average Monthly Traffic: 16	Decatur County (Specialized) 2039 Hwy. 641, Parsons, TN 38363 2019 Average Monthly Traffic: 49 2020 Average Monthly Traffic: 28
Hardeman County (Specialized) 793-A Tennessee St., Bolivar, TN 38008 2019 Average Monthly Traffic: 55 2020 Average Monthly Traffic: 106	Hardin County (Affiliate) Address: 1565 Wayne Rd., Savannah, TN 38372 2019 Average Monthly Traffic: 142 2020 Average Monthly Traffic: 60
Haywood County (Specialized) 1151 Tammbell St., Brownsville, TN 38012 2019 Average Monthly Traffic: 115 2020 Average Monthly Traffic: 24	Henderson County (Affiliate) 80-B South Broad St., Lexington, TN 38351 2019 Average Monthly Traffic: 164 2020 Average Monthly Traffic: 34
Madison County (Comprehensive) 1124 Whitehall St., Jackson, TN 38301 2019 Average Monthly Traffic: 957 2020 Average Monthly Traffic: 251	McNairy County (Specialized) 701-B Industrial Park Dr., Selmer, TN 38375 2019 Average Monthly Traffic: 39 2020 Average Monthly Traffic: 18

8. Participant Data & Performance Outcomes

The chart below includes active case reports from July 1, 2020 through December 31, 2020.

Office Location	Active Adult Cases	Active Dislocated Workers Cases	Active Youth Cases
Bolivar	61	6	39
Brownsville	65	20	5
Savannah	37	11	30



Lexington	57	9	52
Jackson	100	19	49
Selmer	26	2	6
Henderson	20	0	11
Parsons	99	9	17
Total	465	76	209

Key Performance Indicators (KPIs) provide a way of measuring the effectiveness of an organization in achieving its goals. KPIs are set by the State and may address, Federal, State or Local priorities. KPIs were developed to increase the impact of the public workforce system, primarily through increased enrollment. In pursuit of continuous improvement, the Tennessee Department of Labor and Workforce Development has developed annualized regional and state KPIs. From the guidelines, each Local Workforce Development Board (LWDB) will be tasked with collaborating within their grand planning region to develop quarterly targets specific to the goals and need of the local area. The evaluation of locally developed KPIs will reveal strengths and areas of improvement. The following details Southwest LWDB's 2020 Key Performance Indicators (KPIs). KPIs for 2021 are currently being negotiated.

Program	2020 Target	Source
Adult & Dislocated Worker	338	New Enrollments
Youth	145	New Enrollments
Adult Education	408	New Enrollments
Adult Education/NICE (IELCE)	265	New Enrollments
Wagner-Peyser	1,592	New Enrollments
Senior Community Service Employment Program (SCSEP)	16	Exits
Re-Employment Services & Eligibility Assessment (RESEA)	36	Co-Enrollments
Trade Adjustment Assistance (TAA)	34.8%	Co-Enrollment Rate
Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T)	164	New Enrollments
Jobs for Veterans State Grants (JVSG)	36	New Enrollments
Migrant & Seasonal Farm Workers (MSFW)	10	New Enrollments
Reentry	132	New Enrollments
Vocational Rehabilitation	N/A	N/A
Temporary Assistance for Needy Families (TANF)	N/A	N/A
Youthbuild	N/A	N/A
Distressed Counties	N/A	N/A



Section 2: Scope of Work

1. One-Stop Operator

Organizational Experience & Capacity (15 points)

1. Describe your organization's mission, goals, activities, accomplishments, and expertise. Identify the number of years that your organization has been in business under the present name, as well as related prior business names.
2. Describe the organization's experience and success in delivering services in similar programs and/or to similar populations.
 - a. Provide detailed information regarding your organization's experience contracting with federally funded agencies for the same or similar services.
 - b. Include current and past contracts that were in effect within the last five (5) years. Specify whether such contracts are currently in effect, were successfully completed, or were terminated prior to completion.
3. Describe the organization's staffing plan and include an organizational chart.
 - a. For positions already filled, attach a current resume of the staff person serving in such capacity. Indicate the percentage amount of the position's total work time to be devoted to this program.
 - b. How do you plan to provide professional development opportunities for staff?
4. Describe the facility or facilities where the program is to be principally operated.
5. What are your planned hours of operation outside of normal required business hours?

Performance & Accountability (15 points)

1. Describe your strategy to meet or exceed the LWDA's performance goals for this RFP. How will your organization manage measurement, achievement, and documentation of performance standards?
 - a. Include specific performance targets related to State and Federal Performance Measures.
 - b. Identify your proposed quarterly and annual goals for each state-mandated performance measure, and list objectives under these areas with specific measurables and deliverables.
2. Describe the project's case management strategy for providing consistent support, follow-through for service plans and referrals, and tracking for individual clients.
 - a. Indicate your plan for ensuring performance outcomes are attained and the data are used to achieve continuous quality improvement.
3. What methods for continuous improvement and quality assurance will be implemented?
 - a. What metrics will be included to address customer needs, as well as customer satisfaction, in a cost-effective manner?

Partnerships & Community Engagement (15 points)

1. Describe existing relationships that the organization may have with area employers, community-based organizations, and agencies and how those relationships will benefit individuals in the program.



2. Describe how you recruit and use volunteers to expand workshop offerings beyond what staff can provide.
3. How will you lead One-Stop partners with:
 - a. Integrating a menu of services for job seeking customers and employers
 - b. Implementing agreements among partners such as Memorandum of Understanding and resource sharing
 - c. Maintaining communications with all One-Stop Partners and co-located staff

Program Service Delivery Model (20 points)

1. Describe how you will work with the LWDB, officers, and executive staff relative to the many policy and market intersections. Describe how you will work with the administrative entity and fiscal agent, as well as all monitors and auditors from independent, state, or federal agencies.
2. Describe how you will help ensure an efficient use of the WIOA funds while maximizing services provided for jobseekers.
3. Services for Jobseekers:
 - a. Describe the problems faced by your clients and identify your target population, explaining the challenges and barriers they will have to overcome to succeed.
 - b. What are your plans regarding outreach to promote AJC services to target populations?
 - c. Describe your plan to provide staffing, curricula, and optimum customer flow process in the AJCS. How will best practices with both jobseekers and employers be incorporated in the design and delivery of services?
 - d. Describe any experience your organization has with developing and implementing customer satisfaction instruments, such as web-based services used to track and report actual outcomes
4. Services for Employers:
 - a. How will employer engagement be handled to identify and improve employer resources in the AJC? Include any previous experience with employers in a one-stop setting.
 - b. How will information be gathered and analyzed on sustainability to support ongoing and emerging needs of regional employers?
 - c. Describe your vision for area employers and how workforce needs can be utilized to strengthen existing system.
 - d. Provide a proposed customer flow chart and explain how your agency plans to carry out the vision of Southwest Tennessee LWDB regarding AJC structuring and staffing.
 - e. How will continuous improvement of employer services be conducted and provided, to include increased customer satisfaction?
 - f. What plans do you have to promote and sustain business engagement? What methods will be used to explain and communicate successes with the LWDB, as well as to the public?
 - g. What plans will be made to integrate various business engagement strategies and programs, and how will these be handled to avoid duplication and the risk of multiple partners calling on the same employer(s)?
5. What methods of service delivery will be implemented in the AJCs to ensure that the region's goals regarding placement and credentials are met or exceeded?



Technology, Data, & Reporting (10 points)

1. Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop estimates of the number of adults and dislocated workers to be served in a fiscal year.
2. Describe how a resource room will be designed/staffed so that it is customer focused. Include a list of all available technology, computer labs, and web-based (Wi-Fi) access quality throughout the facility.
3. Describe past success with tracking program performance and/or outcomes. Include a description of previous outcomes from other successful initiatives and describe experience with capturing and reporting performance information.
4. Describe your organization's approach to management of information systems, connectivity, and confidentiality?
5. Describe how you will determine WIOA eligibility and enter eligibility and other customer information into VOS/Jobs4TN.

Financial & Fiscal Capabilities & Budget (20 points)

1. Describe experience your organization has in managing Federal funds and the experience of currently employed fiscal staff have in administering such programs.
2. Describe how your organization ensures compliance with Federal financial management standards.
 - a. How will financial information be made available for monitoring and auditing purposes?
3. The amount requested through this Request for Proposals must not exceed \$140,000.00 for the contract year and be submitted by completing the Budget Form (Attachment C).
4. The Budget Narrative must be typed and placed in the proposal following the Budget Form (Attachment C). The amount requested should at no point in time exceed the amount of the contract.
 - a. The Budget Narrative should detail your organization's staffing plan for the proposed services including the following details:
 - i. Monthly costs associated with coordinate system partners – please list detailed justification, including the use of any in-kind services or description of leveraged funds and include staffing chart, status (full-time/part-time), location, and job function (e.g., fiscal, admin support, marketing, etc.)
 - ii. Monthly AJC (physical) site coordinate costs – please list detailed justification, including the use of any in-kind services or description of leveraged funds and include staffing chart, status (full-time/part-time), location, and job function (e.g., fiscal, admin support, marketing, etc.)
 - iii. Provide your latest audit report.



Section 3: Submission & Evaluation

1. Bidders Questions

All questions that interested parties may have can be directed to the third-party procurement agent, TPMA, Kristopher Subler at ksubler@tpma-inc.com. Questions must be submitted via email between January 15, 2021 and January 29, 2021 Responses to questions will be posted by February 5, 2021 on the TPMA procurement portal website, <https://www.tpma-inc.com/swtn-procurement/> along with other relevant information, including the RFP, attachments, procurement timeline, contact information, etc.

An entity’s failure to submit a complete proposal or to respond in whole to RFP requirements will result in the proposal being deemed non-responsive and thus ineligible for funding. A proposal may also be deemed “non-responsive” if the submitted price is found to be excessive or inadequate as measured by criteria stated in the RFP, or the proposal is clearly not within the scope of the project described and required in the RFP. SWLWDB reserves the right to cancel this procurement at any time, for any reason.

2. Proposal Instructions

The Scope of Work should be completed entirely, should not exceed 15 pages, and be typed in 12-point font, single-spaced, 1” margins on all sides, page numbers, and table of contents. Once completed, interested parties must submit their proposal electronically to Kristopher Subler at ksubler@tpma-inc.com. Please have your proposal organized in the following manner for each component:

- Attachment A: Cover Page
- Attachment B: Conflict of Interest Form
- Attachment C: Budget Form & Narrative
- Attachment D: Reference Form and Letters
- Two (2) Years of Audited Financial History
- Organizational Chart & Staff Resumes
- Documentation of registration for private, for-profit, or non-profit organizations (if applicable)
- Proposal (scope of work)

Bids that fail to follow this order will be risk losing points in their overall score.

3. Evaluation and Award

Proposals will be evaluated by TPMA, as the third-party procurement agent, to ensure each submission meets all criteria outlined in this RFP. The procurement team will develop and use a scoring matrix that is agreed upon by the SWLWDB to evaluate each proposal. Each section of the Scope of Work is worth the following number of points:

Section	Points
Organizational Experience & Capacity	15
Performance & Accountability	15
Partnerships & Community Engagement	15
Program Service Delivery Model	20
Technology, Data, & Reporting	10
Financial & Fiscal Capabilities & Budget	20
Attachments & Formatting	5
TOTAL	100



All items that are mandatory (e.g., inclusion of attachments, financials, etc.) are considered pass/fail.

4. Notice of Award

All respondents will be notified by email as to their award status. Unsuccessful respondents who wish to obtain information on the evaluation of their proposal should submit a written request to this effect to Vicki Bunch, Executive Director, Southwest Tennessee Local Workforce Development Board, at vicki.bunch@swhra.org. Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

5. Appeals Process

Any disagreements resulting from this procurement process can be addressed to Vicki Bunch, Executive Director, Southwest Tennessee Local Workforce Development Board, at vicki.bunch@swhra.org. Appeals must be made within 14 calendar days of notification of non-award.

6. Fiscal Review

TPMA, in coordination with the SWLWDB will also conduct a fiscal review of all qualified proposals. We will review proposal budgets, agency audits, and responses to questions related to fiscal operations. The SWLWDB reserves the right to review and request further information regarding the respondent's financial situation, if not sufficiently outlined in the submitted audit(s). The SWLWDB reserves the right to assess the risk posed by any recent, current, or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event that might affect an organization's ability to operate the requested program.

7. Past Program Performance

TPMA may review a respondent's performance on any previous and/or existing grant agreement(s) as well as check references submitted from other grantors. Achievement of grant agreement outcomes, along with compliance with programmatic and fiscal guidelines and timelines may be evaluated. The review team may perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, the SWLWDB may also: 1) meet with representatives of the responding entity to discuss the proposed program and budget; 2) identify and/or negotiate program or budget changes the responding entity must make as a condition of funding; and 3) identify other documentation the entity must provide as a condition of funding.

8. Accessibility and Equal Opportunity

TPMA and the SWLWDB is committed to equal access for all customers to all services. All contractors must ensure equal opportunity to all individuals. No individual in the Southwest Tennessee Local Workforce Development Area shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any Workforce Innovation and Opportunity Act funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. All entities are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This includes ensuring contract staff receive accessibility training and may involve developing accessibility plans. All respondents must ensure all written materials and communications include the statement: "Reasonable accommodations and auxiliary equipment and services are available upon request."



Attachment A: Cover Sheet

Please complete this **mandatory** cover sheet accordingly.

Organization Name				
Address				
Phone Number				
Number of Years in Business				
FEIN #				
DUNS #				
Acknowledgement that Proposing Entity is up to date on taxes and not currently debarred or suspended.		YES		NO
Type of Organization (check all that apply)	<input type="checkbox"/>	Higher Education	<input type="checkbox"/>	Private
	<input type="checkbox"/>	Community-Based Org.	<input type="checkbox"/>	Business Organization
	<input type="checkbox"/>	Government Agency	<input type="checkbox"/>	Other (explain)
	<input type="checkbox"/>	Labor Organization		
	<input type="checkbox"/>	Non-Profit		
<input type="checkbox"/>	Employment Service State Agency (Wagner-Peyser)			
Contact Person				
Contact Person's Email Address				
Signatory Authority Signature				

Proposed Budget Amount:

\$ _____ One-Stop Operator



Attachment B: Conflict of Interest Form

By submitting a proposal, the authorized signatory authority of the bidding entity certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the scope of work if the SWLWDB awards a contract. A conflict of interest would arise if any individual involved in the preparation of this proposal and delivery of services has a financial or other interest or would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. The SWLWDB reserves the right to disqualify a bidding entity should a conflict of interest be discovered during the solicitation process.

Signatory Authority Name	Signature	Date
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*Note: This form is a **mandatory** required document to be considered for the contract.*



Attachment C: Budget

Please complete the **mandatory** budget form and narrative explanation below for One-Stop Operator.

Salaries	\$
Benefits	\$
Travel	\$
Operational (supplies, communication, etc.)	\$
Any Program Indirect Expenses	\$
TOTAL BUDGET REQUEST (max. \$140,000.00)	\$

Budget Narrative: Please provide a detailed explanation for each budget line item to justify the cost. Examples of explanations include job titles, wage rate, hours worked/charged, types of benefits and rates, estimated mileage/visits to locations, office and other supplies, and agency program operation or program costs. No travel expenses may be claimed for commute to/from “official station.” Travel expenses may be claimed from the official station. Tennessee State Mileage Rate is \$.47.

All funding of this RFP is contingent upon the SWLWDB and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the SWLWDB.



Attachment D: References

Bidders are required to provide three letters of references who can verify their experience, along with a contact phone number or email. References should be for experience in the past 5 years.

Reference #1 _____

Phone # or email: _____

Reference #2 _____

Phone # or email: _____

Reference #3 _____

Phone # or email _____

List the agency contact information for all current contracts or contracts for the past 3 years. Do not duplicate those listed as references.



Attachment E: Role of the One-Stop Operator

Per 20 CFR 678.620, “At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers. Local WDBs may establish additional roles of one-stop operator, including, but not limited to: coordinating service providers across the one-stop delivery system, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites. The competition for a one-stop operator must clearly articulate the role of the one-stop operator.

An entity serving as a one-stop operator, that also serves a different role within the one-stop delivery system, may perform some or all these functions when it is acting in its other role if it has established sufficient firewalls and conflict of interest policies and procedures. The policies and procedures must conform to the specifications in 20 CFR 679.430 of this chapter for demonstrating internal controls and preventing conflict of interest.”

In accordance with the Tennessee Department of Labor & Workforce Development’s Workforce Services Policy – One-Stop System Design Policy, the One-Stop Operator, at a minimum, must coordinate service delivery of required AJC partners.¹ The following items are the other required duties of the One-Stop Operator:

1. Manage Daily AJC Operations
2. Ensure Coordination of Partner Programs within the AJC system
3. Evaluate the Customer Experience
4. Evaluate Negotiated Performance Measures
5. Perform the Role as Functional Leader

In addition to the requirements outlined by the Tennessee Department of Labor and Workforce Development, the SWLWDB has cited the following roles and responsibilities of its One-Stop Operator:

- Oversee management of the AJCs and service delivery and monitor program performance of all partners. The OSO will manage AJC hours of operation in accordance with TDLWD guidance and schedule appropriate coverage to provide for customer needs during regular, holiday and/or extended hours, as needed. Flex hours will be available when necessary to accommodate individuals who are unable to access facilities during regular business hours. OSO will ensure that all services are being provided in a manner consistent with any local, regional, or state plans created and/or certified by the SWLWDB and oversees One-Stop property including buildings and equipment, reporting maintenance or other issues as appropriate, facilitate appropriate changes and maintenance to assure One Stop property presents professional atmosphere for job seekers and employers, ensure all AJC functions are accessible to those with disabilities and are available as outlined in the Americans with Disabilities Act, and conduct and coordinate Rapid Response with employees. The One-Stop Operator will be responsible for coordinating AJC certification as required.
- Evaluate performance and implement required actions to meet performance standards – This does not include performance negotiations, as this is specifically a local board requirement. – The OSO will utilize the state performance management system to measure results and analyze data to improve center operations; prepare and analyze reports related to One-Stop services for the

¹ <https://www.tn.gov/content/dam/tn/workforce/documents/wfs/WFSPolicyOne-StopSystemDesign.pdf>



SWLWDB including but not limited to traffic counts via VOS Greeter, customer sign-ins to specific partners, registration of job seekers and case notes for employer customers; coordinate with SWLWDB for performance standards and compliance with data validation; create systems to evaluate EEO and other customer complaints to include physical and programmatic accessibility and implementing continuous improvement processes.

- Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff) – The OSO will develop and initiate SWLWDB approved evaluation processes to determine customer experiences in the AJC sites. Evaluation methods may include on-site, as well as on-line, must maintain confidentiality, and be timely to the customer experience. The OSO will share results with the AJC partners to celebrate successes and address opportunities for improvement, and evaluate services provided at comprehensive, affiliate, and specialized centers to ensure that all required services are being provided throughout the AJC.
- Ensure coordination of partner programs – The OSO will be responsible for the coordination of core and required partners in the AJC and describe current partnerships and ability to integrate and expand partners’ operations. The OSO will implement work schedules for shared responsibilities that are fair and equitable to all partner staff, maintain and update a hard copy listing of all partner programs and a brief description of services available within the AJC, maintain and report changes to Memorandum of Understanding (MOU), schedule bi-weekly staff meetings on-site with partners and quarterly coordination meetings, and manage MOU partner agreements on-site to ensure all partners deliver all services and referred customers as agreed upon.
- Act as liaison between the LWDB (Executive Director) and One-Stop Center – The OSO will serve as liaison between the SWLWDB Executive Director and AJC partners of the comprehensive and affiliate center(s), including for resolving customer service complaints or partner issues, proposing promising practices and disseminating general communication of State and SWLWDB policy/procedures. The operator will be required to develop a dashboard to provide performance reports as deemed necessary by the SWLWDB including but not limited to performance data of all on-site partners and cost per participant outcomes.
- Oversee full implementation and usage of all State systems – The OSO will report and monitor compliance utilizing state systems, work with all AJC partner staff to determine system access and skill levels, expedite access to state systems to assure seamless delivery and reporting, and coordinate with SWLWDB to determine performance data validations and assist staff utilizing state systems.
- Design the integration of systems and coordination of services for the site and partners – The OSO will provide leadership of partners in the comprehensive center(s) to design an integrated system that provides seamless coordination of services and coordinate referrals from affiliate and specialized centers in Southwest Tennessee. The OSO will review and monitor AJC certification document as well as approved memorandum of understanding to ensure in-depth knowledge of partner program services, develop a plan to assure all AJC partners are contributing to the Center both financially as well as through resources and staff time, ensure priority of service is given to targeted populations and that they are provide a full range of services that are staffed by functional teams, and implement and deliver all state and Southwest Tennessee guidance and procedures within the AJC system as required.
- Coordinate quarterly partner training utilizing each partner Team Lead to assist in development of agenda.



- Ensure weekly meetings of Welcome Function, Skills and Training and Business Services Committees.
- Oversee and monitor all referrals for co-enrollments weekly during committee meetings (RESEA, SNAP, etc.).
- Manage fiscal responsibility for the system or site – The OSO will monitor fiscal responsibility in partnership with the local fiscal agent including cost sharing and allocation methodology. The OSO will work closely with SWLWDB staff in development and implementation of the Memorandum of Understanding (MOU) in accordance with One-Stop System Design, maintain all leases and manage daily operations through coordination with the SWLWDB fiscal agent to include utilities and other invoices, maintain budgets and may request purchases or services through the SWLWDB for items outside of current agreements, and continue to maintain fee-for-service operations to individuals and businesses under direct guidance of the SWLWDB to include but not limited to drug-free workplace operations and pre-employment physicals, and other allowable activities under Section 134 of WIOA.
- Plan and report responsibilities for partners and staff – The OSO will develop adequate staffing plans for the comprehensive, affiliate, and specialized center(s) and report responsibilities to the Chairman of the SWLWDB and AJC partner staff leadership for approval. The OSO will be required to attend and report to the SWLWDB on a quarterly basis, plan and manage services for individuals and businesses, create plan for cross-training of partner programs within the AJC, report to the SWLWDB on operations performance accountability and continuous improvement and be the lead agent for Rapid Response.
- Write and maintain business plan – The OSO will write and maintain a Business Plan for the management of the comprehensive, affiliate, access points, and specialized center(s) that support the local SWLWDB Plan and Regional Plan. The plan will also include access points. Planning will maintain functional alignment through the AJC system utilizing the welcome, customer service, and business teams. Planning shall also include other local associations, economic development councils and agencies dealing in Workforce Development. The OSO will submit an annual staffing plan and operational budgets to the SWLWDB. The successful proposer’s bidding documentation will act as the initial plan.
- Market One-Stop Career Center services in coordination with SWLWDB - The OSO will market the AJC comprehensive, affiliate, and specialized center(s) services in partnership with partner agencies through social media and other outlets, coordinate with SWLWDB and all partners to assure appropriate logos and messaging are included in marketing materials and presentations, conduct outreach to community and business organizations to present services of the AJC to targeted populations, job seekers and business, market the hours of operations of all sites to include special events such as job fairs, and veterans outreach and recruitment, and evaluate branding throughout the centers and report results to the SWLWDB.
- Facilitate the sharing and maintenance of data with emphasis on the state system – The OSO will facilitate the sharing and maintenance of data in the AJC through the state system and report results accordingly, establish data sharing agreements between all partners while maintaining security of Personally Identifiable Information (PII), manage technological resources such as websites and case management information to leverage resources and facilitate sharing of data, and train staff on maintenance of data protocols to include confidentiality.
- Coordinate the development and implementation of a formal referral process for services within and outside the AJCs.



- Integration of available services and coordination of programs for the site with all partners – The OSO will be the lead for integration of available services and coordination of programs for all partners, internal and external, of the comprehensive, affiliate, and specialized center(s) to improve customer service and efficiency while reducing duplication. The OSO will provide for basic services such as orientation, information on career pathways, labor markets and other resources, and develop multi-partner materials to provide comprehensive overview of all AJC services.
- Create customer surveys that collect and evaluate customer needs (employers, jobseekers, and partner staff) and satisfaction data to continually refine and improve service strategies.
- Coordinate a process to determine that services, including workshops, are meeting customer needs and the needs of the area labor market.
- Present data and action plans to the LWDB on a quarterly basis.
- Comply with all policies governing the operations of a One-Stop Center, including ADA requirements, posters, safety requirements, etc.
- Work with LWDB to recruit additional community service providers.
- At the direction of the Local Board Director, the OSO will perform all services to implement any additional funding opportunities to ensure the vision of the Southwest Tennessee Local Workforce Development Board is met.
- As workforce needs and changes occur, the OSO will be required to implement and fulfill the vision of workforce services in accordance with State guidelines and policies.
- Evaluate performance and implement required actions to meet performance standards – This does not include performance negotiations as this is specifically a LWDB requirement.
- Other duties, as assigned, relevant to local needs.