



CAPE AND ISLANDS WORKFORCE BOARD

MASSHIRE WORKFORCE BOARD
REQUEST FOR PROPOSAL FOR CAREER CENTER
OPERATOR/SERVICE PROVIDER
RFP#: 2020

MassHire Cape & Islands Workforce Board
426 North Street, Suite 9
Hyannis, MA 02601
(508) 775-5900

Issue Date: November 23, 2020
Proposals Due: February 15, 2021
Contact: Kara L. Galvin, Executive Director

INTRODUCTION AND RFP PURPOSE

The MassHire Cape & Islands Workforce Board (hereinafter referred to as CIWB) is issuing this RFP for the purpose of selecting an organization with the appropriate capacity and expertise to design, administer and implement an innovative and compliant system of one-stop workforce development services for the benefit of the job seeker and business customers in the MassHire Workforce Area. These services must, at a minimum, include Workforce Innovation and Opportunity Act (WIOA) and related shared partner services and be delivered in an integrated model.

A copy of the WIOA regulations is available at <https://www.doleta.gov/WIOA/>.

Notice of this competitive solicitation will be published in major newspapers serving the Workforce Region and via email to organizations on the MassHire Workforce Board's bidders list. The RFP will be published on the MassHire Cape & Islands Workforce Board's website <http://masshire-capeandislandswb.com>.

Eligible bidders must submit one (1) original and five (5) copies of the entire proposal, along with one (1) electronic copy (in pdf format via USB flash drive). Proposals must be submitted by the proposal due date and time.

PROPOSALS MUST MEET THE FOLLOWING REQUIREMENTS TO BE CONSIDERED VALID. PROPOSALS WILL BE REJECTED IF NOT IN COMPLIANCE WITH THESE REQUIREMENTS.

Request for Proposals (RFP) Schedule

November 23, 2020	Public Notice regarding dates of RFP release and Bidders Conference
December 2, 2020	RFPs released; Public Notice reissued
December 14, 2020	Bidders Conference
December 21, 2020	Letter of Intent by 5:00pm
December 21, 2020	Written Question Deadline
January 6, 2020	Responses issued to written questions
February 15, 2021	Proposals due at Public Opening of Proposals Proposals distributed to MassHire CIWB review team
February/March 2021	Proposal Presentations / Site visits
March 5, 2021	Evaluation Committee Meets
March 12, 2021	Written recommendations submitted to MassHire CWIB Board
March 25, 2021	Presentation of recommendations to MassHire CIWB Board
April-May 2021	Appeals (if required)
July 1, 2021	New Contracts in Place

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Background



In July 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority; it was the first legislative reform in 15 years of the public workforce system. 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.

The purpose of the WIOA Programs is to meet the talent needs of local companies by providing workforce development activities to job seekers that will increase their employment retention and earnings. As a result,

successful application of these activities and programs will strengthen the Cape & Islands region and enhance the productivity and competitiveness of the local area.

One of sixteen (16) local Workforce Areas in the state of Massachusetts, the MassHire Cape & Islands Local Workforce Area comprises 22 town. A Barnstable County Commissioner serves as the Chief Elected Official (CEO) and has been granted WIOA designation by the Governor of Massachusetts. The CEO has appointed the CIWB to function as the MassHire Workforce Board (MWB) for the area. Incorporated as a 501(c)(3), the CIWB's mission is to promote and develop a workforce system that is responsive to the needs of business and job seekers resulting in increased economic prosperity in the region and in the Commonwealth. The MassHire Cape & Islands Workforce Board, pursuant to the WIOA, has been authorized by the MassHire Department of Career Services to conduct and manage the procurement of Career Center Operator/Service Provider for the local workforce area.

The Workforce Innovation and Opportunity Act of 2014 defines the required activities authorized for One-Stop Operators. Bidders are encouraged to read the Act to understand the scope of authorized activities. In general, these activities are:

- To establish a one-stop delivery system described in section 121(e).
- To provide the career services described in Section 134(c)(2) to adults and dislocated workers, respectively, through the one-stop delivery system.
- To provide training services described in Section 134 (c)(3) to youth, adults, and dislocated workers, respectively.
- To establish and develop relationships and networks with large and small employers and their intermediaries; and
- To develop, convene, or implement industry or sector partnerships.

The establishment of a One-Stop delivery system is a cornerstone of the reforms contained in Title I of WIOA. The One-Stop system is designed to enhance access to services and improve long-term employment outcomes for individuals seeking assistance. The regulations define the system as consisting of one or more comprehensive, physical American Job Center (Career Centers(s)) in a local area that provide the core services specified in WIOA. Services of the One-Stop service delivery system in the local workforce area are currently carried out at MassHire Cape & Islands Career Center, 372 North St, Hyannis, MA 02601.

The MassHire Cape & Islands Workforce Board, in coordination with the Chief Elected Official, County Commissioner, is seeking to establish and build a partnership with an organization or entity, which can demonstrate that it can offer a range of services to both employers and job seekers based on individual need as described in this RFP. Successful application of these activities will improve the quality of the Commonwealth's workforce and enhance the productivity and competitiveness of the region and the Commonwealth of Massachusetts.

Applicants for this solicitation may apply only as an Operator/Service Provider.

- The basic role of the Operator/Service Provider is to be the primary provider of services within the MassHire Career Center or provide some of the services within the center. The Operator/Service Provider must be responsible for activities related to the WIOA Title I Adult and Dislocated Worker program and may include the WIOA Title I Youth program.

A. Resources

The MassHire Cape and Islands Workforce Board has developed a Local Plan that contains significant information about the co-located and non-co-located partners at the one-stop service delivery site, as well as labor market information about the area. Since the information is readily available to bidders, it will not be repeated in this RFP. The July 1, 2017 to June 30, 2021 Local Plan may be accessed directly at: <http://masshire-capeandislandswb.com>. In addition, the Local WIOA planning figures may be obtained in electronic format upon request via an e-mail directed to Ms. Kara L. Galvin at kara@masshire-capeandislandswb.com.

The Commonwealth of Massachusetts WIOA and one-stop policies may be found at <http://www.mass.gov/massworkforce/>. Proposers must be knowledgeable regarding the statutes, regulations, rules and policies for the funding streams identified in the chart in section II.C. A copy of the Workforce Innovation and Opportunity Act and regulations may be found on the U.S. Department of Labor web page at <https://www.doleta.gov/WIOA/>.

B. Purpose of Request for Proposals and Contract Period

The purpose of this RFP is to solicit proposals from qualified entities for a WIOA Career Center Operator/Service Provider for the MassHire Cape & Islands Workforce Board region. The proposal which, in the opinion of the awarding body, best provides for operating a One-Stop delivery system in conjunction with the MassHire Cape & Islands Workforce Board Strategic plan

and serving the Cape & Islands MassHire workforce area will be invited to enter contract negotiations. Resulting contracts will be negotiated with respect to cost, scope, and content in a manner that achieves the establishment of this System in the best interest of the MassHire Workforce Area. The successful bidder's program will be required to serve all persons requesting assistance, including low-income individuals, Veterans, and individuals requiring academic and occupational education and training to become gainfully employed. The period of performance will be July 1, 2021 through June 30, 2022. Any contracts entered as a result of this RFP may be extended for three (3) additional one-year periods, if agreeable to both parties.

C. Eligible Bidders

Eligible entities include [Section 121(d)(2)(B)]:

An entity (public, private, or nonprofit), or consortium of entities including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners described in subsection (b)(1), of demonstrated effectiveness, located in the local area, which may include:

- An Institution of Higher Education
- An Employment Service State agency established under the Wagner-Peyser Act on behalf of the local office of the agency
- A community-based organization, nonprofit organization, or intermediary
- A private-for-profit entity
- A government agency (i.e. Municipality)
- Another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization.

EXCEPTION- Elementary schools and secondary schools are not eligible for designation or certification as one-stop operators, except that nontraditional public secondary schools and area career and technical education schools may be eligible for such designation or certification [Section 121 (d)(3)].

The agreement between the MassHire Cape & Islands Workforce Board and the Operator/Service Provider shall specify the operator's role. That role may include coordinating service providers within the Center, as well as being the primary provider for services within the MassHire Workforce Area.

Any proposer with whom the MassHire Workforce Board executes a contract for the provision of the services described in this Request for Proposals shall be a sub recipient pursuant to applicable federal laws and regulations and shall be required to comply with 2 CFR Part 200, as well as the Workforce Innovation and Opportunity Act and all other applicable federal and state laws and regulations.

The MassHire Cape & Islands Workforce Board has established three levels of certification for its One-Stop Career Centers: Comprehensive, Affiliate, and Access. Certification status primarily focuses on the following elements: number of co-located One-Stop partners, full time equivalencies, availability of services, physical environment of the One-Stop Career Center and completed Memorandum of Understanding (MOU). The requirements of the three levels are as follows:

COMPREHENSIVE MASSHIRE CAREER CENTER (to be designated as an American Job Center) - requires that all available mandated partners be physically co-located and/or, providing their core services on a part-time or full-time basis, in-person or electronically. The Comprehensive site must have a fully equipped resource area. A completed Memorandum of Understanding (MOU) will be signed and include all partners at the American Job Center. The MassHire Cape & Islands Workforce Board staff will negotiate the mandated unified partner MOU.

MASSHIRE CAREER CENTER Required Partners - The Career Center will be responsible for collaborating with core partners identified in the Workforce Innovation and Opportunity Act (WIOA) in order to serve shared customers through a variety of workforce investment activities. The career center operator and core partners will delineate and implement shared service strategies for job seekers and businesses and identify shared customer flow strategies that will include outreach to shared customers, coordinated staff training and development, job placement, and marketing and community integration. Operator will work with the partners to ensure a referral system is in place. MOUs will describe the specific arrangements with various core partners. Core partners include:

- Massachusetts Rehabilitation Commission
- Department of Transitional Assistance
- Adult Education and Literacy Providers
- Department of Unemployment Insurance
- Massachusetts Commission for the Blind
- Senior Community Employment Program

MASSHIRE CAREER CENTER-ACCESS POINT – Facility offers at least one staff knowledgeable of the WIOA partner services and who is able to successfully assist or refer clients to those services coupled with the establishment of an electronic network providing integrated core services. The Access site will be driven primarily by technology. The Access site will coordinate and collaborate with the local area comprehensive One-Stop Center.

D. Submission of Proposals

Proposers must submit one original (so marked, with original signatures) proposal, five (5) paper copies (for a total of six response packages) and one (1) electronic copy (in PDF format via USB flash drive) to the following:

Ms. Kara Galvin, Executive Director
MassHire Cape & Islands Workforce Board
426 North Street, Suite 9
Hyannis, MA 02601

All proposals must be received in a sealed package by **5:00 PM** local time, February 15, 2021. Proposals received after this time and date will not be considered. Proposals must be marked on the outer packaging with information identifying the sender and the statement: “Sealed Proposal: WIOA One-Stop Operator”. Proposals may be mailed via regular mail, express delivery or hand delivered. Because this is a sealed bid process, faxed or emailed proposals are not acceptable. Each respondent’s USB flash drive will be inspected at the technical review to ensure that the PDF file is found on the device submitted. The MassHire Cape & Islands Workforce Board is not liable for any costs incurred by organizations or entities prior to awarding the contract.

The copy marked “Original” shall take precedence over any other copies, should there be a discrepancy. Proposals must be submitted by the proposal due date and time. Proposals must reference the Request for Proposals and be sent to the specified address. Container(s) utilized for original documents must be clearly marked **ORIGINAL DOCUMENTS**. Please note that the address label must appear as specified on the face of each container. Regardless of the reason, proposals received late will not be accepted and will be returned to the sender unopened. If a recipient phone number is required for delivery purposes, (508) 775-5900 should be used.

Data contained in the proposal and all documentation provided therein, become the property of the MassHire Cape & Islands Workforce Board. The data and documentation contained therein will not become public information until a contract is approved and signed.

Emphasis should be concentrated on conformance to the Request for Proposals instructions, responsiveness to requirements, completeness, and clarity of content. If the bidder’s proposal is presented in such a fashion that makes evaluation difficult or overly time consuming, it is likely that points will be lost in the evaluation process. Elaborate and lengthy proposals are neither necessary nor desired.

Proposals will be evaluated by members of the MassHire Workforce Board Review Committee. This committee will consist of MassHire Cape & Islands Workforce Board members and staff with the appropriate expertise to conduct such proposal evaluations. Names of the members of the Review Committee will become public information.

Prior to award, bidders are advised that only the designated point of contact can clarify issues or render any opinion regarding this Request for Proposals. No individual member of the MassHire Cape & Islands Workforce Board, staff, or member of the Review Committee is empowered to make binding statements regarding this Request for Proposals.

E. Bidders' Conference and Questions

A mandatory Bid conference will be held **Monday, December 14, 2020, at 10:00 AM**, this meeting will be held by virtual participation. Please contact Kara Galvin at Kara@masshire-capeandislandswb.com or phone (508) 775-5900 and inform her of your intention to attend.

Attendees are encouraged to submit pertinent questions in writing by **Wednesday, December 9, 2020 at 5:00PM** to Kara Galvin by email at kara@masshire-capeandislandswb.com. Questions posed at the bidders' conference will be answered to the extent possible and allowable at that time. Any questions not answered as well as any written questions will be answered and provided in written format to all proposers attending the conference in a document that will be released no later than December 31, 2020.

F. General Procurement Statements

- The MassHire Cape & Islands Workforce Board is an Equal Opportunity Employer and encourages competition at all levels. Any interested and qualified Proposer is encouraged to submit a bid.
- All prospective Proposers must adhere to the Office of Management and Budget (OMB) uniform circular requirements.
- All proposals in response to the RFP become the property of the MassHire Cape & Islands Workforce Board. The proposals will not be available for public viewing until after a contract with the new service provider is finalized. All information not deemed **PROPRIETARY** and contained in bid responses will become open for public review once a contract is signed or all bids are rejected.
- This Request for Proposals does not commit MassHire Cape & Islands Workforce Board to fund any proposals submitted before execution of a contract.
- The CIWB the right to accept or reject any or all proposals received or to negotiate terms of the proposal with a qualified Proposer.
- No contracts will be awarded as a result of this RFP without approval of the MassHire Cape & Islands Workforce Board and Chief Elected Official. Further, CIWB reserves the right to withdraw from negotiations at any time before a contract is executed.
- Funding availability is subject to change for subsequent program years; therefore, bidders should be aware that subsequent contract amounts, if any, are subject to change from year to year based upon fluctuations in Federal awards. If funds awarded for a contract year are not fully expended by a contractor by the end of a contract year (June 30), unexpended funds may revert back to the MassHire Cape & Islands Workforce Board for disposition and may or may not be available for subsequent, if any, contract year expenditures.

G. Availability of Funds

Federal funding is the primary sub-grant support for the One-Stop Center. For planning purposes, the respondent to this RFP should assume no more than level funding for each program year. Fiscal

Year 2021 amounts are subject to change. The career centers and workforce boards are funded through a variety of sources including State WIOA allocations, State and Federal partner funds and competitively bid grant bids. It is difficult to predict exact funding from year to year. The materials in this RFP are designed to provide the bidder a general scope of funding available by source.

Please note that, should a new career center operator be chosen, the successful bidder is encouraged to plan access to non-awarded financial resources as the successful bidder may receive a reduced amount in the first year in order that the CEO/MassHire Workforce Board satisfy any remaining payouts for terminated staff, and/or terminating existing MassHire Workforce Board budget obligations such as rent/office space, utilities, telephones/communications, information technology support, cleaning, and printing costs, via program, administrative or partner funds. Financial terms will be negotiated with the successful bidder including whether the bidder intends to utilize existing staff, space, equipment, IT and/or other resources, supplies, etc.

It is understood that funds will fluctuate from year-to-year. The contract agreement shall be modified to increase or decrease funding as needed to reflect actual federal funds received during the contract period. The successful Contractor will be awarded a cost-reimbursement contract with a pay for performance piece for work performed pursuant to this RFP. The MassHire Workforce Board may expand the scope of the contract to include other workforce programs, funding, or requirements that the MassHire Workforce Board deems necessary and appropriate.

All agreements are subject to the availability of funds from the MassHire Cape & Islands Workforce Area.

H. Incorporation of RFP into Contract

All conditions contained in this Request for Proposals and completed Appendices and any statements contained in the Request for Proposals will be incorporated into any contract regarding this matter. Failure of the contracting organization to accept these obligations may result in the cancellation of the selection. The contractor shall assume responsibility for all services offered in their bid proposal whether they were produced. The contractor will be responsible for all material errors and omissions in the performance of the contract.

I. Payment Process

The MassHire Cape & Islands Workforce Board will use a cost-reimbursement contract. The selected contractor will be reimbursed for allowable actual service delivery costs monthly after submittal and approval of payment vouchers as described in the contract.

In addition to the provisions of this Request for Proposals and the awarded proposal, which shall be incorporated by reference in the contract, any additional clauses or provisions required by the terms and conditions will be included as an amendment to the contract.

The successful bidder will serve all persons requesting assistance, including recipients of public assistance, other low-income individuals, Veterans priority, and individuals who are basic skills deficient. The successful bidder shall create, collect, and maintain all records relating to One-Stop operations and WIOA service provision activities that are required to be made by applicable federal or state laws or regulations, made relevant by guidance from the U.S. Department of Labor, and/or which are necessary for determining the MassHire Cape & Islands Workforce Area's attainment of the local levels of performance negotiated with the Governor and the local chief elected official. Local levels of performance are described in the MassHire Cape & Islands Workforce Area's Local Annual WIOA and Strategic Plans, and the successful bidder is required to provide support for WIOA service providers, co-located and non-co-located partners to meet or exceed their goals. The One-Stop Operator will be held responsible for metrics outlined in Section II.B. [Program Outcomes and Deliverables](#). Reimbursement for program costs will be made monthly providing that these performance standards are being met. Performance Standards will be reviewed on a quarterly basis. For examples of past and current Performance Standards see also Section III.B.3 [Program Outcomes and Deliverables](#) of this RFP. Section II.B. [Program Outcomes and Deliverables](#). Reimbursement for program costs will be made monthly providing that these performance standards are being met. Performance Standards will be reviewed on a quarterly basis. For examples of past and current Performance Standards see also Section III.B.3 [Program Outcomes and Deliverables](#) of this RFP.

Any revenues above costs generated by any not-for-profit organization through use of these funds, including interest income or other program generated income, must be reported as program income and reported and utilized for continued operation of the Center.

Proposers may not charge individuals eligible for workforce programs a fee for any basic service; however, if the proposal intends to charge fees for enhanced services to non-eligible individuals and/or businesses, the service and fee structure must be fully described in the narrative.

The operator will be responsible as applicable, to annually set aside benefits (vacation, health insurance, etc.) for mandated state partner staff as directed by the Commonwealth and that will be retained by the Commonwealth and benefits and withholdings for non-state staff of the operator who, as applicable, will remain staff of the operator and will not become employees of the MassHire Workforce Board. The annual sub-grant/contract will be based upon a budget supplied by the operators in a form and process mandated by the Commonwealth and/or the MassHire Workforce Board.

J. Subcontracting

The MassHire Cape & Islands Workforce Board acknowledges the need to form viable partnerships that will help to enhance outreach and recruitment efforts to benefit the CIWB area and/or provide strategies to engage employers, organized labor, and/or education in the One-Stop Delivery System. Proposals utilizing specialized services to deliver such activities may include subcontractors.

Any subcontracting must be clearly identified in the proposal narrative and the MassHire Workforce Board, prior to contract execution must provide approval. If the proposer currently subcontracts certain functions or activities and intends to do so as part of this proposal, the subcontractor must be identified and a certification included from the subcontractor attesting to their agreement to the terms of the proposal and any resulting contract.

K. Accessibility and Equal Opportunity

The CIWB is committed to equal programmatic and physical access to services for all customers. All awardees must ensure equal opportunity to all individuals. No individual in the CIWB workforce area shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any Workforce Innovation and Opportunity Act or other funded program or activities because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. All successful bidders are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws.

L. Selection Process

The proposal criteria provide a guideline for proposers and reviewers; however, the final decision for contract award rests solely with the MassHire Cape & Islands Workforce Board with the agreement of the CEO. The MassHire Cape & Islands Workforce Board is not required to approve a sub-grant/contract with the entity receiving the highest score as a result of the proposal review process. Proposals that do not meet minimum standards will be considered nonresponsive.

Minimum Standards

- The proposal and required copies (including an electronic copy (PDF) on a USB flash drive) must be received by **5:00 PM on** February 15, 2021, via U.S. mail, express mail, or hand-delivery.
- Proposers must attend the mandatory bidder's conference at 10:00 AM on Monday, December 14, 2020.
- Proposals must meet the proposal requirements contained in Section II.[B. Proposal Narrative Requirements](#).
- Proposers must be eligible bidders as described in Paragraph [C. Eligible Bidders](#) above.
- The proposer's authorized signatory authority must sign the proposal and all signature forms contained therein.
- Proposers who intend to use established subcontractor(s) to provide services must include original certifications from each subcontractor attesting to their agreement to all terms of the proposal and any resulting contract.

The primary consideration in selecting agencies or organizations shall be the effectiveness of the organization or entity in delivering comparable or related services based on demonstrated performance. This determination shall be in writing and take into consideration such matters as whether the organization has:

- The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals.
- Adequate financial resources or the ability to obtain them.
- A satisfactory record of past performance in operator-related activities.
- The ability to work with community partners and make referrals as needed.
- The ability to provide services that can lead to the achievement of competency standards for participants with identified deficiencies.
- A satisfactory record of integrity, business ethics, and fiscal accountability.
- The necessary organization, experience, accounting, and operation controls.
- The technical skills to perform the work.

The Proposal Review Committee will meet to discuss the proposals and develop recommendations. The Proposal Review Committee may request additional information from any proposer prior to developing a recommendation for consideration by the MassHire Cape & Islands Workforce Board. The top finalists may be invited to make a 20 - 30-minute presentation to the Proposal Review Committee followed by an opportunity to respond to follow-up questions by Committee members.

Upon conclusion of the review process, the Proposal Review Committee will develop a recommendation for the MassHire Workforce Board's Executive Committee to review and select the proposer during the Board meeting scheduled for March 25, 2021. The Board will empower the Committee to authorize the fiscal agent to assist the board in entering contract negotiations culminating in a contract.

Limitations

1. The MassHire Cape & Islands Workforce Board is not liable for any cost associated with responding to this RFP and will not authorize such costs as part of the contract with the selected organization.
2. The MassHire Cape & Islands Workforce Board reserves the right to accept or reject any or all proposal received, to cancel or reissue this RFP in part, or its entirety.
3. The MassHire Cape & Islands Workforce Board reserves the right to award a contract for any items/services solicited via this RFP in any quantity the Board determines is in its best interest.
4. The MassHire Cape & Islands Workforce Board reserves the right to correct any error(s) and/or make changes to this solicitation as it deems necessary.
5. The MassHire Cape & Islands Workforce Board reserves the right to negotiate the final terms of any and all contracts or agreements with proposers selected and any such terms negotiated as a result of this RFP may be renegotiated and/or amended in order to successfully meet the needs of the MassHire Workforce Area.
6. The MassHire Cape & Islands Workforce Board reserves the right to contact any individual, agency, employer or grantees listed in the proposal, to contact others who may have experience

- and/or knowledge of the proposer's relevant performance and/or qualifications; and to request additional information from any and all proposers.
7. The MassHire Cape & Islands Workforce Board reserves the right to conduct an on-site review of records, systems, procedures, including credit and criminal background checks, etc. of any entity selected for funding. This may occur either before or after the award of a contract or agreement. Misrepresentation of the proposer's ability to perform as stated in the proposal may result in cancellation of any contract or agreement awarded.
 8. The MassHire Cape & Islands Workforce Board reserves the right to withdraw or reduce the amount of an award or to cancel any contract or agreement resulting from this procurement if adequate funding is not received from the U.S. Department of Labor via the Massachusetts EOLWD/MassHire Department of Career Services or other funding sources or due to legislative changes.
 9. Proposers shall not under penalty of law, offer or provide any gratuities, favors, or anything of monetary value to any officer, member, employee, or agent of the MassHire Cape & Islands Workforce Board for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder.
 10. No employee, officer, or agent of the MassHire Workforce Board shall participate in the selection, award or administration of a contract supported by WIOA funds, if a conflict of interest, or potential conflict, would be involved.
 11. Proposers shall not engage in any activity that will restrict or eliminate competition. Violation of this provision may cause a proposer's bid to be rejected. This does not preclude partnerships or subcontracts.
 12. All proposals submitted must be an original work product of the proposers. The copying, paraphrasing or otherwise using substantial portions of the work product from other entities and submitted hereunder as original work of the proposer is not permitted. Failure to adhere to this instruction may cause the proposal to be disqualified and rejected.
 13. The contents of a successful proposal may become a contractual obligation if selected for award of a contract. Failure of the proposer to accept this obligation may result in cancellation of the award. No plea of error or mistake shall be available to successful proposer as a basis for release of proposed services at the stated price/cost. Any damages accruing to the MassHire Cape & Islands Workforce Board as a result of a proposer's failure to contract may be recovered from the proposer.
 14. A contract with the selected proposer may be withheld, at the MassHire Cape & Islands Workforce Board's sole discretion, if issues of contract or questions of Federal or State regulatory non-compliance, or questioned/disallowed costs exist, until such issues are satisfactorily resolved. The MassHire Cape & Islands Workforce Board may withdraw award of a contract if the resolution is not satisfactory to the Board.

M. Right to File a Grievance

Any organization making application under this RFP has the right to file an appeal. A bidder may file an Appeal in compliance with the requirements of MassWorkforce Issuance 100.DCS 01.102 "Procurement and Contracting" Attachment C (D) 5 which mandates that the review and evaluation of a solicitation requires a description of the appeal/protest process.

As such and for purposes of the Competitive Selection of the Operator/Service Provider:

- If the MassHire Workforce Board has made a determination of award to the dissatisfaction of a bidder, that bidder may appeal/protest to the Local Complaint Officer (CO) within **10 business days** of receipt of notification of non-award (*provide name and address – if a Local Board staff is named as the CO than an alternative non- Board member CO must be named*).
- The Local CO must make a written determination within **20 business days** of receipt of the appeal/protest.
- The local CO may choose to make a determination based solely on the information included in the case file or conduct further investigation before issuing a written determination.
- If the CO has made a written request to the appellant (or the appellant’s authorized representative) for additional information, the **20-business day period** does not begin until the requested information has been received by the local CO.
- If the CO is unable to contact the appellant for the purposes of obtaining additional information needed to resolve a complaint, a written request for information must be sent via **certified mail** or through some other form of communication where receipt can be verified. If a complainant does not respond, the CO must inform the complainant in writing that the matter is considered **resolved**.
- The local CO may also choose to resolve the complaint by convening a local hearing. Only the designated local CO or authorized back-up may preside at a local complaint hearing. If the local CO deems that a hearing is necessary, the local CO will notify the parties (in writing) that the matter has been scheduled for a formal hearing. The notice must inform the parties of certain conditions of the hearing process that include:
 - Date, time, and location of the hearing
 - Instruction that the local CO will conduct and regulate the course of the hearing to assure full consideration of all relevant issues and that actions necessary to ensure an orderly hearing are followed.
 - Instruction that the local CO must rule on the introduction of evidence* and afford the parties the opportunity to present, examine, and cross-examine witnesses.
- The CO must provide the complainant with a written determination. The CO must include the right to appeal within the written determination. Notification must be given that the complainant may submit a request for a State level appeal and/or hearing and that it must be made in writing **within 20 business days** of the receipt of the local determination.

***NOTE:** For clarity it must be stated that an administrative hearing is not the same as a Court of Law. Technical rules of evidence *do not apply*. It is up to the local CO to follow principles and procedures that are designed to assure credible evidence that can be tested through cross-examination.

APPEAL OF MASSHIRE WORKFORCE BOARD COMPETITIVE SELECTION OF ONE-STOP OPERATOR/SERVICE PROVIDER

An entity that bid and was not selected under a competitive process (as required in WIOA§107(10)(A) and 20 CFR 678.605) by the MassHire (Local) Board as MassHire (Local) One-Stop Operator/Service Provider may appeal that determination to the MassHire Workforce Board following local procurement requirements. If the local determination to uphold the denial of the award does not resolve the appeal to the satisfaction of the appellant, the appellant may request a state-level appeal and/or formal appeal hearing in writing within 10 business days of receiving the denial.

The request for appeal and/or formal appeal hearing must be sent to:

Director
MassHire State Workforce Board Charles F. Hurley Building
19 Staniford Street, First Floor, Boston, MA 02114

If the appellant chooses to request an appeal without specifically requesting an appeal hearing, the State Board, or its' designee (Authorized State Official - ASO), may decide to either make a determination based solely on the information included in the case file or conduct further investigation and issue a written determination without scheduling a formal hearing.

In either case, the State Board/ASO must submit a written determination to the appellant within **30 days** of receipt of the original appeal request or **30 days** after having received additional information from further investigation or **30 days** after a formal hearing **request**.

If the State Board/ASO has made a written request for information to the appellant or the appellant's authorized representative, and they do not respond within the given time frame the appeal is considered **resolved**.

If the State Board/ASO deems that a formal hearing is necessary or if the appellant specifically requests such a hearing, the State Board/ASO will notify the parties (in writing) that the matter has been scheduled for a formal hearing. The notice must inform the parties of the following conditions of the hearing process:

Formal Hearing Process

The notice must inform the parties of the following conditions of the hearing process:

- The date, time, and location of the hearing.
- Instruction that the State Board/ASO will conduct and regulate the course of the hearing to assure full consideration of all relevant issues and that actions necessary to ensure an orderly hearing are followed.
- Instruction that the State Board/ASO must rule on the introduction of evidence* and afford the parties the opportunity to present, examine, and cross-examine witnesses.

***NOTE:** For clarity it must be noted that an administrative hearing is not the same as a Court of Law. Technical rules of evidence *do not apply*. It is up to the State Board/ASO to follow principles and procedures that are designed to assure credible evidence that can be tested through cross-examination.

In conjunction with the hearing process the State Board/ASO:

- May decide to make a determination based on the information included in the case file or investigate further prior to the formal hearing.
- May decide to conduct a hearing on more than one appellant if the issues are related.
- May permit (at his/her discretion) the participation of interested parties (amicus curae) with respect to specific legal or factual issues relevant to the complaint/appeal.
- May choose to conduct the hearing at a single location convenient to all parties (preferred) or, if that would represent a hardship for one or more parties, the State Hearing Official may elect to conduct the hearing by a telephone conference call.
- Must conduct the hearing *and* issue a written determination to the appellant, the respondent, and any other participating interested parties within **30 days** from the date the hearing was requested. The State Board/s/ASO's written determination must include:
 - The results of the State level investigation.
 - Conclusions reached on the appeal.
 - An explanation as to why the decision was upheld or not upheld.

A decision under this state appeal process is final and **may not** be appealed to the U.S. Secretary of Labor. It is understood that funds will fluctuate from year-to-year. The contract agreement shall be modified to increase or decrease funding as needed to reflect actual federal funds received during the contractual period.

II. Bidder Response-Proposal Content and Instructions

A. Format Requirements

1. **Pages:** Proposals must be typed, may be single spaced, and must be submitted on 8 ½ by 11-inch plain white paper in 12-point font with 1-inch margins. The use of recycled paper is encouraged. Double-sided submissions are acceptable, as long as each page is clearly legible. Each page of the proposal, with the exception of the cover sheet should be numbered as “page_of_”, with the name of the bidder on each page. Use the same topic headings, in the same order, as described in Proposal Narrative Requirements section below.
2. **Page Limit:** Avoid extraneous narrative and data. While this RFP does not limit the number of pages and attachments, the successful Proposer will demonstrate its ability to communicate relevant information to the MassHire Cape & Islands Workforce Board for objective decision-making in a clear and concise manner. Clear and concise answers are better than a flowery, rambling narrative. Do not repeat statements or ideas within the text of the proposal. Referring the reviewer to another section of the proposal for information is preferred to repeating the information.

3. **Number of copies: One complete original**, (marked as original) with executed certificates (original signatures of the authorized signatory), plus **five (5)** exact copies must be submitted for a total of **six (6) complete proposals**, along with one (1) electronic copy (in pdf format via a USB flash drive). Each respondent's USB flash drive will be inspected at the technical review to ensure PDF file is found on the device submitted. Any proposal lacking sufficient copies may be considered non-responsive. Completeness of all copies is the sole responsibility of the proposer. Each original and copy should be separately bound, in an appropriate binder. Do not bind professionally.
4. **Authorized Signatory Authority:** The proposer's authorized signatory authority must sign all signature documents in the proposal. This individual should typically be the director, president or chief executive officer of the organization or any individual who has the authority to negotiate and enter and sign contracts on behalf of the proposer's organization.
5. **Responsiveness:** Proposers that fail to follow the requirements set forth in this document regarding minimum requirements, number of copies and format may be considered non-responsive. The MassHire Workforce Board reserves the right to reject any or all proposals at their sole discretion.
6. **Contact Information:** Proposers will be required to provide contact information for the individual(s) who can respond to questions regarding the proposal. The contact person should be the individual(s) who are knowledgeable of the proposal and who are authorized to provide information on behalf of the proposer.
7. **Proposal Narrative:** All information required to develop the proposal narrative is contained in Section III.B. of this RFP.
8. **Order of Submission:** The proposal must be submitted in the order outlined below:
 - a. **Proposal Cover Sheet** – [Attachment 1: Cover Sheet](#)
 - b. **Table of Contents**, indicating the beginning page for each section and major subsection of the Response, including each attachment.
 - c. **Executive Summary** (1 page only)-In the executive summary, provide a high-level overview of the organization's qualifications, services proposed, the total amount of funding requested, and what makes your proposal effective.
 - d. **Proposal Narrative** – Follow the order in the Proposal Narrative Requirements describe in Section [B. Proposal Narrative Requirements](#) below, using the same titles for section headings.
 - e. **Budget and Budget Narrative**
 - f. **Assurances and Certifications** – Follow the order in the Appendices.

B. Proposal Review and Evaluation Process

Applicants will be evaluated by a team of reviewers, which will include MassHire CIWB board members and staff. An entity's failure to submit a complete proposal or to respond in whole or in part to RFP requirements may cause CIWB to deem the proposal non-responsive and thus ineligible for review.

The review team will conduct an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, CIWB 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.

Special populations including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance, the review team will select respondents for recommendation to the full CIWB membership approval.

Entities that fail to meet the evaluation criteria specified herein, or proposals that do not meet the service needs will not receive further consideration for funding. Failure to meet evaluation criteria can include, but is not limited to, non-responsive language in the submission, failure to clearly address all areas in the project narrative as require, lack of required documentation, and proposing programs, which do not address the specific needs of the population(s) being targeted.

C. Evaluation Criteria

Proposals that do not meet minimum standards will be considered non-responsive. All proposals will be scored according to the evaluation criteria set forth below. Additional information may be considered by reviewers when scoring proposals such as interviews and questions and answers subsequent to the written proposal. CIWB is not required to contract with the entity receiving the highest score as a result of the proposal review process.

Criteria	Point Value
Organizational Structure and Capacity	15
Staff Plan and Qualifications	15
Program Design	25
Past Performance and Planned Outcomes	10
Financial Structure and Fiscal Plan	10
Customer Access/ Populations Served	15
Overall Innovation	10
Total Points Available	100

D. Proposal Narrative Requirements

The following requirements apply:

1. Bidder Eligibility

- a) Demonstrate your organization's eligibility to participate as a WIOA One-Stop Operator as described in Section [I.C. Eligible Bidders](#). Please include your organization's incorporation status and where incorporated, along with that of any partners or subcontractors included in your proposal.

2. Organizational Capacity – 15 Points

- a) **Alignment with WIOA Program Goals**

Briefly describe your organization's mission and/or vision. How does it align with this funding opportunity and its goals? Why is your organization in the best position to deliver an innovative One-Stop delivery system? How does the proposed program of work align with the economy and workforce needs of the MassHire Cape & Islands Workforce Development Area?

- b) **Experience**

Provide examples of types of relevant contracts the bidder has previously entered into, including type of contracting entity, location of the work, and general types of services provided. Include a description of the bidder's past experience with the One-Stop service delivery model under WIOA or similar programs. Describe any major workforce development achievements the organization has experienced outside of WIOA federal performance standards.

If the organization has previously delivered WIOA services, or has overseen delivery of WIOA service contracts, please provide performance data for the most recent two program years available and most recent program monitoring report in an attachment. Cite the page number for the attachment in this portion of the narrative.

- c) **Data and Performance Management**

The successful applicant will be responsible for tracking services and outcomes in the state case management Massachusetts One-Stop Employment System (MOSES) as well as the local data metrics currently under development. Staff of the One-Stop Operator will be required to complete MOSES training within three months of the award announcement for the MassHire Workforce One-Stop Operator contract.

The provider will be accountable for the integrity of the data presented and responsible for ensuring that staff is appropriately trained in the use of these systems. Explain how accountability and integrity will be assured throughout the system for this automation. It is intended that the MOSES data system will serve as the primary information management system for the One-Stop Center, without external supplementation. However, if it is your intent to supplement this with any

other information management system(s), please explain. Explain your understanding of automated management systems and their connection to performance standards.

The One-Stop Operator will be responsible for developing, implementing, and overseeing processes to collect, manage and utilize information about the system. How do you measure success for the One-Stop delivery system? How would you track the performance measures as described in Section II.B.3 [Program Outcomes and Deliverables](#) of this RFP? Describe the strategies to be implemented to ensure federal and state performance standards and local objectives will be achieved; describe the methods to be used to measure and track success in addressing the primary objectives outlined in Section II [Program Outcomes and Deliverables](#). Describe how monthly reports will be submitted. Describe your approach to identifying points in performance that would be “triggers” to take action to avoid performance failure, and how information will be used to make decisions that will improve efficiency and effectiveness. How will you ensure that providers input timely data entry on program participants and validate program eligibility? Give examples of midcourse corrections made in order to ensure successful outcomes.

The successful applicant must identify assessment instruments to be used and must demonstrate how assessment data will be tracked. Assessment instruments identified should address primary objectives by assisting the service provider in identifying skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs and should lend themselves to pre- and post-assessment opportunities to ensure aggregate data can be tracked.

Provide an assurance that data will be tracked and reported in accordance with all applicable requirements utilizing the MOSES or applicable reporting system(s).

d) **Organizational Structure & Proposed Staff – 15 Points**

The operator will be required to either name an individual to act as the full-time One-Stop System Manager or describe the desired qualifications of a new hire. Describe how the System Manager will function in a supervisory capacity at the MassHire Career Center, in particular when dealing with functional supervision of state, merit-based staff that, in many cases, would not be direct reports.

If the individual has already been identified, provide a resume. If the individual will be a new hire, list the qualifications, process for selection, and timetable you will use to identify and hire an appropriate person. Describe any other staff that the bidder believes would be necessary to the success of the operator function. The proposal must include job descriptions for all positions in the organization affiliated with the One-Stop delivery system. Additionally, resumes are required for all organization personnel affiliated with the One-Stop delivery system. For any positions for which no staff have been identified, describe the qualifications sought

and the process by which individual will be selected. Address how you will comply with the right to interview requirements of Section [K.Interview Rights to Jobs Created](#) of this RFP.

Provide an organizational chart that shows how the staff will fit into the bidder's overall organization.

Describe what precautions are taken to determine whether personnel are suitable to work with vulnerable populations. Currently, the MassHire Career Center has a limited number of staff proficient in Spanish. To the extent possible, explain how you will ensure adequate availability of these skills.

How will you manage staff communications and staff satisfaction? How will you manage the process for addressing center grievances (internal and external)? Provide an overview of how you will address staff-turnover and training. How will staff development plans be created and managed?

If the entity has a board, identification of board members (this may be expressed as a link to a website that identifies board members).

3. Program Elements/Implementation Plan – 25 Points

a) The MassHire Cape & Islands Workforce Board has established a One-Stop Delivery system that serves as a community resource for both job seekers and employers to increase the efficiency with which the right person is matched with the right job, and to offer an abundance of career exploration and job readiness resources in a user-friendly, customer-focused, results-driven environment. This system is based on the following WIOA principles:

- Streamlining services
- Empowering individuals
- Universal access
- Increased accountability
- Strong leadership, oversight and management roles for MassHire Workforce Boards and the private sector
- Local flexibility
- Improved youth programs

In addition, the MassHire Cape & Islands Workforce Board has established the following tenets that must be followed by the successful bidder for one-stop operator in the MassHire Cape & Islands workforce region:

- The one-stop is in a visible location, meets all accessibility standards and presents a professional, well-maintained environment.
- The one-stop will provide quality service to all job seekers regardless of age and to all companies regardless of size or industry type, using data as well as customer input to drive both improvement and quality service.

- The one-stop will be run efficiently using Lean and/or other system approaches ensuring efficient and effective investment of public funds and resulting in the attainment of WIOA and other grant goals.
- The one-stop must partner with the MassHire WORKFORCE BOARD to bring in other resources beyond WIOA and must implement services provided through these resources in a seamless fashion to both companies and job seekers.
- The one-stop must fully incorporate WIOA-mandated and other community partners in career center operations through integrated staff management and must also provide services at both the center and in the community, and
- The one-stop will be fully aligned with the MassHire WORKFORCE BOARD strategic plan, providing consistent focus on the critical and emerging industries in the region.

b) Population Served

MassHire Cape & Islands Workforce Board will consider proposals representing the supportive elements of information management, marketing and public relations, service integration and coordination, and facility coordination.

Describe the population to be served (target population and eligibility). Discuss the proposed philosophy, approach and implementation plan for outreach and recruitment of diverse target groups. Address how the Center will serve people with disabilities, Limited English Proficiency, and prioritized populations (i.e., recipients of public assistance, other low-income individuals, Veterans, and individuals who are basic skills-deficient).

Discuss how you would manage your assessment and referral process. How would your agency supervise this function to ensure accuracy? How will you determine appropriateness to minimize the risk of public investment? Not all customers will be determined eligible or appropriate, but the program should still address their workforce needs. Describe the process for ensuring these individuals do not “fall through the cracks.”

Discuss varying orientation techniques for the MassHire Career Center and the system as a whole. How will you ensure that people who come to the Career Center will know about the services and programs available? Discuss how these sessions may be coordinated with other partners in the One-Stop. Propose the content of customer orientation.

Include where and how services will be delivered to meet the needs of the target population.

c) **Required Elements**

The Operator/Service Provider will be responsible for development and on-going functioning of the MassHire Cape & Islands WORKFORCE BOARD One-Stop service delivery system and center(s). The One-Stop system shall include but not be limited to:

- Provision of career services
- Access to training services
- Access to employment and training activities
- Access to programs and activities carried out by all WIOA one-stop partners
- Access to data, information, and analysis for the local labor market
- Provision of job search, placement, recruitment, and employment activities

Bidders are encouraged to read the WIOA to understand the scope of authorized activities.

Describe how required activities will be provided. Describe creative or innovative ideas you have for one-stop system services and how you would implement those ideas (demonstrate knowledge of best practices or evidence-based practices).

- **For Information Management**, describe your experience in working with a transactional customer database such as the Massachusetts One-Stop Employment System (MOSES) or another. This may also include on-line tools that jobseekers and one-stop staff could utilize in their job search such as TORQ or similar.
- **For Marketing and Public Relations**, describe how you will develop an overall marketing plan. Include your ideas for marketing the One-Stop delivery system and describe marketing techniques you have used in the past. How will you evaluate the effectiveness of marketing strategies? How will you assist the staff in developing a public image for the center(s) and improve public relations? Describe any abilities of the bidder's firm to develop / manage a One-Stop website.
- **For Service Integration and Coordination**, it is the MassHire Cape & Islands Workforce Board's expectation that the center staff of all programs will be organized by function, not by program and with a successful outcome in mind for both the employer and the job seeker. How will you develop and implement a functional approach to multi-partner office operations? Describe your experience with supervision within a multi-partner environment similar to a One-Stop. Describe the process by which operational procedures will be developed.
- In addition, the State WIOA Performance Committees have established the attached matrix of goals and metrics. Operator/Service Provider Bidder

responses must fully describe how their program design will support these goals so that metrics for WIOA Operator/Service Providers, co-located and non-co-located partners will be met.

- **For Workshops and Events**, the Operator/Service Provider will be expected to coordinate with the Operator/Service Provider representatives under the WIOA program and other co-located partners, as well as fulfill business service responsibilities that include developing and providing employer and job-seeker workshops, hiring events, job fairs, and other related services. Describe your related experiences in these areas. Workshops may be topical (financial literacy, parenting, etc.) or career-related (job search workshops, mock interviews, etc.). Describe the process to ensure that workshops will be relevant and beneficial to clients, as well as the process for determining frequency and timeliness of workshops/events/special programs.
- **For Facility Responsibilities**, describe your experience in managing a property with multiple tenants. How will you provide management of facilities, property, and inventory for the MassHire Career Center?

Describe how you will ensure facility compliance with the Americans with Disabilities Act that meets the intent, not just the letter of the law.

How will you develop a plan for assessing the best flow of traffic design (Provide an example of a customer flow chart that you have operated under in a one-stop environment and the principles behind the selected customer flow).

Describe how facility needs and requirements will be identified. How will facilities be used to maximum potential (include usage of community rooms, leasing of office space, and generation of rental revenue).

Describe the rationale, facilities, and any experience you have had with an office move.

- For access to Virtual Services: Describe how the use of modern tools and technology will be utilized to support access and delivery of virtual services to job seekers and business customers.

Prepare a timeline for full operation of services, assuming full operation of a contract by July 1, 2021. At a minimum, include:

- Hiring of staff
- Training of staff
- Preparation of space: electronic access for all staff available, e-mail accounts assigned, moving time and readiness to begin functions
- Full operation in place; all services functional, all agreements in place

d) Involvement of Local Employers, Businesses, and Community Resources

If the proposal is from two or more organizations, whether partners or subcontractors, explain how those organizations achieved the coordination necessary to submit the proposal and how that collaborative effort will be maintained throughout service delivery.

- Describe how services will be coordinated if the organization applying is partnering with another entity or entities (via subcontract) to provide the required elements.
- The Operator/Service Provider will be responsible for working with all partners to create a One-Stop Business Plan. Describe your experience in creating one-stop business plans and how partner staff were involved. Attach an example and cite the page number of the attachment.
- The MassHire Cape & Islands Workforce Board has requested that all partners support an integrated model of service delivery as much as possible to be able to provide seamless services to any person entering the MassHire Career Center. Describe how you might integrate services and workflow in the Career Center(s) that will result in seamless service delivery. What is your vision of how seamless service delivery will be accomplished in a collaborative atmosphere?
- Include letters from key partners you plan to collaborate with. Bidders should only include key partners such as community-based organizations or partner programs. Do not include supportive service vendors.
- Describe your experience in working with industry partnerships and/or sector initiatives. How do you plan to emphasize this in your business plan?

4. Program Outcomes and Deliverables**a) WIOA and Career Center Performance – 10 Points**

WIOA establishes a comprehensive accountability system in order to optimize the return on investment of federal funds and assess the effectiveness of local workforce areas. Selected respondents will be required to meet performance measures based on the established goals negotiated between MassHire Cape & Islands and MassHire Department of Career Services (MDCS) annually. The chart on the next page lists the Performance Measures for Adult & Dislocated Worker programs.

- Provide an evaluation plan including benchmarks, data collection points, proposed analyses, and persons/positions accountable for the Performance Measures you propose to implement for your Operator/Service Provider proposal.

SEE CHART ON NEXT PAGE

WIOA Performance Measure	Definition	Adult FY21 Goal	Dislocated Work Y21 Goal
Entered Employment (Q2)	The percentage of participants who are in unsubsidized employment during the second quarter after exit	86.5%	86.0
Employment Retention (Q4)	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit	78.0	85.0
Medium Earning	The median earnings of participants who are in the second quarter after exit	\$5,800	\$8,300
Skills Gains	The percentage of participants enrolled in training or education programs who show documented skills gains during a program year	40.0%	40.0%
Credential Rate	The percentage of participants who obtain recognized post-secondary credential or secondary school diploma/GED within 1 year of exit from the program	73%	65%

The successful applicant will be responsible for tracking services and outcomes in the state case management system: Massachusetts One Stop Employment System (MOSES). Staff of the One-Stop Operator will be required to complete MOSES training within three months of the award announcement for the Local Workforce Development One-Stop Operator contract.

In addition to Operator/Service Provider Performance Measures proposed, the MassHire Workforce Board may negotiate quarterly benchmarks with the provider by which contract performance of the provider will be measured. The Operator/Service Provider will report performance measures to the MassHire Workforce Board on a monthly basis.

Achievement of measurable Performance Outcomes is a critical expectation of the WIOA Adult, Dislocated Worker, and Youth Work Development Service Providers, who are accountable for the 15 WIOA measures listed below (an employer measure will be determined and added by the second program year).

Adult	Dislocated Worker	Youth
<ul style="list-style-type: none"> • Employment Rate (2nd quarter after exit) • Employment Rate (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Measurable Skills Gain (real time measure) 	<ul style="list-style-type: none"> • Employment Rate (2nd quarter after exit) • Employment Rate (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Measurable Skills Gain (real time measure) 	<ul style="list-style-type: none"> • Placement in Employment, Education or Training (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Placement in Employment, Education, or Training (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Measurable Skills Gain (real Time measure)

- Provide a description of how the Operator/Service Provider will support WIOA service providers and all co-located partners in attaining their Performance Outcome goals. What metrics will allow you to evaluate your support of these goals?
- Describe your approach to continuous improvement, including how you will develop additional means for “listening to the customer” beyond written surveys. These could include tools such as Customer Centered Design. How will you ensure all feedback is evaluated? How will you work with the partners to address concerns and service gaps?

b) Managing Performance Outcomes

- Discuss your organization’s approach to managing performance outcomes, including any additional indicators of performance you have experience managing and believe to be relevant to this RFP.
- Describe the strategies to be implemented to ensure federal and state performance standards and local objectives will be achieved. Describe the methods to be used to measure and track success in addressing primary objectives. Describe how monthly reports will be submitted.

5. Fiscal Accountability & Budget – 10 Points

a) Financial Capacity

- Provide a description of the administrative and financial management capabilities of the organization. How will contracted funds be kept separate from other funds? How will financial information be made available for monitoring and auditing purposes? What are the qualifications of the organization’s key program management and financial staff, and to what extent will they be involved with this project?

- Describe your organization’s previous experience administering federal grants and previous funding received from a Massachusetts Workforce area. If you are proposing a subcontracting model, do you have experience in managing subcontracts for services including monitoring of subcontractors? How do you ensure proper fiscal oversight and accountability of subcontractors?
- Describe your experience with cost reimbursement contracts. How will you provide and fund the start-up costs of the program? Describe how the Bidder’s organization will financially support the costs of doing business until an invoice can be submitted and paid by the Board’s fiscal agent.
- Provide a copy of the two most recent audit reports for the bidding entity as an attachment and cite the page number of the attachment in this section of the narrative.
- Describe any work you are doing or may be proposing to do in addition to this contract. Estimate what percentage of your overall organization’s work would be represented by this contract.
- Include the organization’s major funding sources. If the proposal is from two or more organizations, whether partners or subcontractors, provide the major funding sources for each.

A Certificate of Insurance should be furnished with the proposal. In the event that a certificate of insurance cannot be furnished with the proposal, a letter from the bidder’s insurance broker/company indicating that in the event the bidder is successful in obtaining this contract that the required insurance would be available for certification before the contract becomes effective.

Certification of Insurance Coverage should include:

- Statutory workers compensation and employer's liability insurance
- Comprehensive, all risks general liability coverage for personal injury and property damage
- Liability of not less than \$1 million for each occurrence and \$2 million annual aggregate
- Comprehensive automobile bodily injury and property damage coverage liability of not less than \$1 million combined single unit
- Professional Liability Insurance in the amount of \$1 million each wrongful act/\$2 million aggregate

b) Budget

A budget must be provided using the Sample Annual Budget template as provided in Appendix 2. Please note that while a “miscellaneous/other” category is included, costs should be categorized as such judiciously. All costs should be accounted for in the budget line items supported by narrative justifying why the funds are needed/critical to the program. Indicate number of FTEs assigned by program source.

Provide narrative on the second tab, along with the organization's cost allocation method if one is used; e.g., prorating the cost of supplies based on the number of staff, or the cost of salaries based on percentage of time spent on this contract. Please also include details of the organization's indirect cost rate, along with how it was determined, if one is used. For-Profits are to indicate intended amounts to be earned, with explanations; which will be subject to negotiations as detailed under Section VI.

In addition, bidders have up to three additional pages of narrative for any other budgetary explanations that would support your proposal. At a minimum, state:

- contingency plans are to repay CIWB in the event that there are any disallowed costs as a result of an audit or monitoring review,
- number of hours or days of vacation and sick leave that the staff are permitted,
- anticipated professional development opportunities and how you estimated the costs,
- how the budget achieves maximization of the available resources in the most effective manner;
- additional information not reflected in the narrative explanation, and
- any additional information related to any in-kind resources/support for the one-stop operations beyond what is in the budget template.

State what contingency plans are in place to repay \$1,000,000 in the event that there are any disallowed costs as a result of an audit or monitoring review.

E. References

Provide 3 references. Include: Name of organization, name of contact person, address, phone number, e-mail address, how this contact is familiar with your work, the nature of the work performed, and the start/end dates of the work delivered.

Appendix 1: Cover Sheet

Applicant Name:

Address:

Proposal Contact Person:

Proposal Contact Title:

Telephone/Cell Phone:

E-mail:

Website:

Total Funding Requested: \$ _____

Total Number of Participants to be Served: _____

I hereby certify that the information provided in this submission is accurate.

(Print Name / Title)

Signature

I hereby certify that I am duly authorized to sign contracts on behalf of this organization.

(Print Name / Title)

Signature

Appendix 2: Budget Form Instructions



Budget Template

Sample Annual
Budget Template

FY21 allocations: Title I Allocations – Adult, DW, Youth (includes charts 1-7)

Appendix 3: Certificate of Lobbying Activities

Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) – Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal entity. Such disclosures are forwarded from tier to tier up to the grantee or sub-grantee/non-Federal entity.

Complete and attach the Certificate of Lobbying Activities (SF-LLL):

<https://www.whitehouse.gov/sites/default/files/omb/grants/sflllin.pdf>

Appendix 4: Statement of Assurances

(ADD ADDITIONAL ASSURANCES REGARDING POLITICAL ACTIVITY, INFORMATION SECURITY, CONFLICT OF INTEREST, CONFIDENTIAL INFORMATION DISCLOSURE, MAINTENANCE OF ACTIVITY, TERMINATION, PROPERTY ACQUISITION, RECORD RETENTION, MINORITY/WOMEN OWNED, MODIFICATIONS, DISPUTES, OWNERSHIP OF MATERIALS, CONFLICT OF INTEREST, DRUG FREE WORKPLACE, etc.)

The undersigned party acknowledges and assures that (Operator/Service Provider Name) _____ and all of its employees responsible for providing the services for which it has applied will abide and comply fully with all state, federal, and local, laws, ordinances, rules, regulations and/or executive orders, including but not limited to provisions of the laws listed below:

- WIOA Section 188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity;

- Title VII of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Americans with Disabilities Act (ADA) of 1990 which prohibits discrimination against qualified people with disabilities based on disability;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;
- Debarment and Suspension (Executive Orders 12549 and 12689) – A contract award (see 2 CFR § 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.52.¹
- 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I-financially assisted program or activity, and to all agreements the contractor makes to carry out the WIOA Title I-financially assisted program or activity. The undersigned understands that the United States has the right to seek judicial enforcement of this assurance.

Name and Title of Authorized Representative

Signature

Date

ADD: AREA MAP OF TOWNS INCLUDED IN AREA ORGANIZATIONAL CHART

Appendix 5: WIOA Career Center Customer Highlights & Information

For additional information see:

www.dol.gov

www.dol.gov/eta/wioa

Program Eligibility:

Title I- Adults – *participants must meet the following criteria*

- Age 18 or older (WIOA Sec. 3(2))
- A citizen or national of the United States, lawfully admitted permanent resident alien, refugee asylee, parolee, or other immigrant authorized by the Attorney General to work in the United States.
- In compliance with the Military Selective Service Act. (WIOA Sec. 189(h)). This applies to males 18 or older who were born on or after January 1, 1960.

Title I- Dislocated Workers – *participants must meet each of the following criteria*

- A citizen or national of the United States, lawfully admitted permanent resident alien, refugee, asylee, parolee or other immigrant authorized by the Attorney General to work in the United States.
- In compliance with the Military Selective Service Act. (WIOA Sec.189(h)). This applies to males 18 or older who were born or after January 1, 1960.
- Must meet the criteria for the WIOA definition of Dislocated Worker (refer to 100 DCS Issuance 18.101.2 Attachment D for definition).

WIOA Youth Out of School (OSY) - *An out of school youth (OSY) must meet each of the following:*

- Not attending any school (as defined under State law);
- Not younger than age 16 or older than age 24 at time of enrollment-(age eligibility is based on age at time of enrollment) – thus participant may continue to receive services beyond age of 24 once they are enrolled in the program.
- Have one or more of the following “barriers”:
 - A school dropout;
 - A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter;
 - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic-skills deficient or and English language learner;
 - An offender;
 - A homeless individual, a homeless child or youth or a runaway;
 - An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or

adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;

- An individual who is pregnant or parenting;
- An individual with a disability; or
- A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

WIOA Youth In-School (ISY) - *An in-school youth (ISY) must be each of the following:*

- Attending school (as defined by State law), including secondary and post-secondary school;
- Not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21 at time of enrollment – age eligibility is based on age at enrollment (age at eligibility determination); therefore, participants may continue to receive services beyond the age of 21 once they are enrolled in the program;
- A low-income individual; and
- Have one or more of the following 8 barriers:
 - Basic skills deficient;
 - An English language learner
 - An offender
 - A homeless individual, a homeless child or youth, or a runaway;
 - An individual in foster care or has aged out of the foster care system or who attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
 - An individual who is pregnant or parenting;
 - An individual with a disability; or
 - An individual who requires additional assistance to complete an educational program or to secure or hold employment.

Selective Service Registration Requirements - *To be eligible to participate in WIOA Title I Services, certain Selective Service requirements must be met by One-Stop Career Center customers:*

- All males born in the United States on or after January 1, 1960 must have registered with the Selective Service System (must be able to document registration with SSS).
- Males not born in the United States, whose birth date is on or after January 1, 1960 and who entered the U.S. before their 26th birthday must have registered with the Selective Service System (must be able to document their date of entry and date of birth). Since a foreign born male who enters the U.S. as a student attending school on a full-time basis is not required to register with Selective Service, verification of the individual's F1 Student Visa status when he was between the ages of 18-26 would be sufficient.

- Males not born in the United States, whose birth is on or after January 1, 1960 and who entered the U.S. after their 26th birthday are not required to register with Selective Service (must document their date of entry and date of birth).
- Males born on or after January 1, 1960 and who have been discharged from U.S. military service must document their date of discharge on their DD214.

For non-US born customers presentation of either a Certificate of Naturalization form or a valid United States Passport will indicate that an individual has met all Selective Service requirements, as Selective Service compliance is also a requirement of the naturalization process.

ALTERNATIVE TRAINING MODELS

In addition to Individual Training Accounts, the One-Stops may be required to facilitate alternative training models.

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

On-the-Job-Training: OJT services typically involve “hands-on” training in occupational skills for a specific occupation. Training is provided by a an employer for an individual who needs additional skill training for a specific job. One-Stops are required to develop OJT agreements with employers and are required to have staff knowledgeable of the OJT procedures.

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

Apprenticeship Training: Apprenticeship training is a framework in which an individual receives company paid on the job training (OJT) along with related classroom instruction. The OJT is supervised by a fully trained journey worker (mentor) in the same occupation who follows a written work process specific to the occupation. A progression of wages is paid and a contract is required. One-Stops are required to have knowledgeable staff who are able to connect job seekers to employers and develop apprenticeship agreements.

EMPLOYER AND JOB SEEKER SERVICE DELIVERY

Basic Career Services:

MassHire Cape and Islands Workforce Board seeks to identify organizations to implement and manage Career Center and WIOA services as a One-Stop Career Center. Customer service and careful management of job seekers and employers are critical to an effective and high-quality

career center. Under WIOA, the basic career center services must be made available to all individuals and employers seeking services through the entire workforce system.

Employer/Business Services:

Employer (Business) Services are a critical component of WIOA basic career service delivery, providing direct value to employers, employer associations, or other such organizations. CIWB seeks innovation practices to ensure that the Career Center is responsive to the demands of employers within the region. With high quality and tailored services, the goal is that employers will turn to the Career Center for their hiring needs.

While there are many types of businesses in within the region, the career center operator is charged with identifying employers in target industries and occupations. Target companies are those with a significant share of employment opportunities within the region. CIWB has identified priority sectors within the region based on regional market demand.

- Healthcare
- Social Assistance
- Accommodation & Food Service
- Construction
- Education
- Retail

Additionally, to these industries, the CIWB will continue to target the Blue Economy and the Creative Economy which are not unto themselves industries but are important to the landscape of the region.

An employer-driven service delivery system is one that results in linking our region's diverse talent with employers and businesses. As a result of this work, One-Stop centers will continue to be a valuable community resource with a reputation for providing customized business services.

Customized Recruiting & Screening Services

- **Advertise job openings:** provide employers with the opportunity to post employment opportunities throughout the workforce system.
- **Customized Recruitments:** Provide employers with an in-person opportunity to educate job seekers on available positions.
- **Customized Screening of Applicants:** Thoroughly screen job seekers based on employer's skill requirements and prepare them for interviews.
- **Job Matching:** Match qualified candidates with employers' openings and assist job seekers through the entire job search process including determining career interests, assistance completing on-line and facilitating communication with hiring employers.
- **Conduct Job Fairs:** Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers onsite at the career center or another designated location.
- **Provide Access to Space:** Provide or secure space for businesses to interview candidates, hold recruiting sessions, conduct informational meetings

Customer Flow and Job Seeker Service Delivery

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

- Determination of whether the individual is able to receive assistance from Adult, Dislocated Worker or Youth Programs;
- Outreach, intake, and orientation to information and other services available through the entire workforce delivery system;
- Initial assessment of skill levels including literacy, numeracy and English language proficiency, as well as aptitudes, abilities (including skill gaps) and supportive service needs;
- Job Search and placement assistance; and individual career counseling as needed;
- Referrals to and coordination of activities with other programs and services including programs and services within the One-Stop delivery system;
- Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services including child care, child support, medical or child health assistance available through the State, Supplemental Nutrition Assistance Program (SNAP) benefits, assistance with through earned income tax credits; and assistance with Temporary Assistance for Needy Families (TANF) including supportive services and transportation.
- Assistance in establishing eligibility for programs of financial aid assistance for training and or education programs not provided under WIOA.

In addition to the minimum basic career services required under WIOA, MassHire Cape & Islands Workforce Board requires the One-Stop Career Center to offer the following:

Resource Room: One-Stop Career Centers must maintain a publicly accessible resource area (which must include an access for persons with disabilities) as part of their WIOA services. The resource room should include computers with internet access; tutorials for career exploration, job searching and resume writing; job postings; periodicals, services and financial aid for local non-WIOA training, labor market reports, educational programs and information on partner programs. Services may be self-directed.

Workshops: One-Stop Career Centers and their partners must provide a range of informational workshops to job seekers as part of their career services offerings. Career Centers post a monthly workshop calendar. Workshops focus on job search skills, such as interviewing techniques, resume preparation, networking skills, computer literacy skills and effective communication skills.

Appendix 6: Potential Career Center Funding Streams

These funding streams are for information purposes, to provide the bidder information on the scope of work and the focus of services within the career center.

Funding Source	Program Description	Funding Type	Timeframe
Wagner Peyser (Employment Services)	The Wagner Peyser funding is issued by the US Department of Labor to assist career centers in their overall operation including providing basic and individualized services to job seekers and employer services.	CORE	Annual
Trade Adjustment Assistance (TAA)	The Trade Adjustment Assistance (TAA) Case Management is issued by the US Department of Labor to support case management services to customers who have lost their jobs as a result of foreign trade to quickly rejoin the workforce by providing them with the means to attain competitive and marketable skills for today's increasingly competitive work environment.	CORE	Federal Funding available upon application accompanying a major lay-off
Massachusetts One-Stop Line Item	The Massachusetts One-Stop Line Item funding is issued by the Commonwealth of Massachusetts to support universal career center operations including infrastructure, administration costs, and job seeker and employer services.	CORE	Annual
Reemployment Services and Eligibility Assessment Program (RESEA)	The Reemployment Services and Eligibility Assessment (RESEA) Program is funded by the US Department of Labor to help Unemployment Insurance claimants return to work faster. Permanently separated claimants are required to participate in the RESE program.	CORE	Annually
Rapid Response	The Rapid Response fund is issued by the MA Department of Career Services. The Rapid Response Program provides statewide, early intervention, and no-cost re-employment services for companies and their employees affected by layoffs and closings.		
Department of Transitional Assistance	WIOA mandated partner	Shared-partner infrastructure	
Mass.	WIOA mandated partner	Shared-partner infrastructure	

Commission for the Blind			
MassHire	WIOA mandated partner	Shared-partner infrastructure	
Adult & Community Learning Services	WIOA mandated partner	Shared-partner infrastructure	
Senior Community Service Employment Program	WIOA mandated partner	Shared-partner infrastructure	

Appendix 7: MassHire Cape & Islands Work Force Board Request for Proposal Number 2020: Career Center Operator/Service Provider

Submission Checklist

1 Original packet and 6 copies of the items below:

- Electronic copy (USB flash drive in word & excel format)**
- Cover Sheet (Appendix 1)**
- Checklist (Addendum 5)**
- Narrative**
- Budget (excel)**
- Budget Narrative**
- Organizational Chart**
- Job Descriptions or Resumes of Principals**
- Customer flow chart for Job Seekers**
- Customer flow chart for Employers**
- Customer flow chart for Youth**

1 Original of each document below:

- Last two years of financial audits with management letters**
- Certificate of Good Standing that all tax liabilities have been met**
- Statement of Assurances (Addendum 4)**
- Certificate of Lobbying Activities (Addendum 3)**
- Provide 3 References**