

Independent Procurement Entity

Workforce Innovation and Opportunity Act (WIOA) American Job Center One Stop Operator

This document is an RFP for Northern Middle Workforce Board Inc. and Upper Cumberland Local Workforce Development Board for a Regional and Shared One-Stop Operator. This RFP was released on April 28th 2023 and proposals are due on May 30th 2023. The contract period is from June 13, 2023 through June 30, 2024 with *three one-year extensions based on performance.

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



Prepared by:



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Section I: Program Description & Background

1. The Workforce Innovation and Opportunity Act

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

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

2. Local Workforce Development Board

The Local Workforce Development Board (LWDB) comprises board members appointed by local county mayors and confirmed by the

Governor. The local board plans and oversees the local workforce system in partnership with elected officials. Local plans are updated periodically and submitted for the Governor's approval.

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

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

Two (2) workforce Boards are represented in this Request for Proposal Northern Middle Workforce Board and Upper Cumberland Local Workforce Development Board. Although separate board status is maintained, it is the desire and intent that programs and services within the two regions be aligned as much as possible.

3. Northern Middle Workforce Board and Upper Cumberland Local Workforce Development Board

The Northern Middle Tennessee Local Workforce Board is comprised of members from across the 13-county area (*Cheatham, Davidson, Dickson,*

Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson), as appointed by the local county mayors and confirmed by the Governor. The local board plans and oversees the local workforce system.

Upper Cumberland Local Workforce Development Board serves a 14-county area (*Cannon, Clay, Cumberland, Dekalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White*) that is composed of business members, educators, workforce program leaders, and other community leaders. The board strives to provide customized services to the local area in a diverse, growing, and innovative economy.

Collaboratively, Northern Middle and Upper Cumberland will oversee the Regional One-Stop Operator. To create a more strategic alignment of regional efforts, Northern Middle TN Local Workforce Development Board will manage the contract with shared management duties between local boards. Coordination of the One-Stop Operator is vital to the region's workforce and economic development plan to coordinate future workforce goals and activities while serving as workforce ecosystem partners.

4. Thomas P. Miller & Associates, LLC

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

As the contracted entity to lead this procurement process, TPMA serves as a separate and independent outside entity to conduct the competition for the One-Stop Operator. TPMA will review and evaluate all submitted proposals on a scale coordinated and agreed upon by the

LWDBs, with guidance from the Tennessee Department of Labor and Workforce Development. Based on its evaluation, TPMA will submit its selection, a description of the selection process, and scoring justification to the Boards for approval.

5. RFP Components for One-Stop Operator

This RFP is to select a One-Stop Operator who will be the service provider for both the Northern Middle TN Workforce Development Board Area and the Upper Cumberland Local Workforce Development Board Area. The RFP is inclusive for each LWDA, and one proposal is required. Eligible applicants will bid for LWDA components in a regional approach. Additionally, the One-Stop Operator will staff and oversee the daily work of six One-Stop Operator Assistants/Navigators. The navigators will be divided among both service areas.

Component A. Northern Middle TN Local Workforce Development Area

- Serves the counties of Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, and Wilson
- Specific participant data
- Budget amount - \$300,000
- Staffing to include at a minimum:
 - One-Stop Operator (Hybrid between both LWDA)
 - 4 One-Stop Operator Assistants/ Navigators (to be stationed in the other Comprehensive AJC)

Component B. Upper Cumberland TN Local Workforce Development Area

- Serves the counties of Cannon, Clay, Cumberland, Dekalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White
- Specific participant data
- Budget amount \$110,000

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- Staffing to include at a minimum:
 - One-Stop Operator (Hybrid between both LWDA)
 - 2 One-Stop Operator Assistants/Navigators (to be stationed in the Comprehensive AJC)

6. Role of the One-Stop Operator

The One-Stop Operator (OSO) oversight is with the Local Workforce Development Boards. The Fiscal Agent/Staff to the Board will enter a contract with the selected OSO outlining required compliance with Federal, State, and LWDB policies in performing the following responsibilities:

1. Manage Daily AJC Operations

- a. Oversee the one-stop property (buildings and equipment) and promptly report any necessary maintenance or other issues to the appropriate authority to ensure the property presents a professional atmosphere for job seekers and employer customers.
- b. Develop a plan for AJC hours/closure to meet customer needs, including accommodating individuals who are unable to access facilities during regular business hours. Comprehensive centers must be open during statewide core hours (8:00 a.m. to 4:30 p.m. during weekdays) and additional certified AJCs hours agreed upon in the MOU with all applicable partners. The OSO will also be responsible for posting hours at each facility and reporting hours and any subsequent changes to NORTHERN MIDDLE TN WORKFORCE BOARD AND UPPER CUMBERLAND TN WORKFORCE BOARD and partner leadership to be posted on the LWDBs website.
- c. Develop fair and equitable staffing plans for shared responsibilities throughout the AJC system to ensure coverage of customer needs and report plans to Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and partner leadership. The OSO should consider the number of staff per partner, the type of service provided, caseloads, the intensity of case management, etc.



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- d. Develop a schedule for OSO to have an on-site and virtual presence at Comprehensive, Affiliate, and Specialized centers to provide adequate supervision and leadership of AJC teams.
 - e. Review and report staffing/space usage changes to Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board both Local Workforce Development Boards on a quarterly basis to facilitate cost-sharing and allocation development and/or implementation of the Memorandum of Understanding (MOU) between partners.
 - f. Ensure all AJC facilities, programs and services, technology, and materials are accessible to those with disabilities in accordance with the American Disabilities Act and compliant with all policies governing the operations (safety, poster, etc.) for all customers. Provide staff training and support in the areas of ADA and safety.
 - g. Ensure that all services being provided are consistent with local LWDB, regional and state plans and improve/maintain excellent customer service and efficiency while reducing duplication. Additionally, the OSO ensures that one entity is not both providing service and overseeing compliance of that service in compliance with the AJC system firewall.
 - h. Establish practices that create a positive environment to provide services to individuals with barriers to employment, including those who may require long-term services such as intensive employment, training, and education services, by providing access and opportunities for eligible participants to receive and gain the benefit of WIOA services.
 - i. At the direction of Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board, implement any additional funding opportunities and/or changes from USDOL and TDLWD to ensure the vision and policies of the LWDB are met.
2. Ensure Coordination of Partner Programs within the AJC system
 - a. Responsible for the coordination and integration of core, required, and additional partners to assure seamless services



and referrals (formalized process) between comprehensive, affiliate, specialized centers, and access points in the AJC system.

- b. Have a working knowledge of the LWDB Memorandum of Understanding between partners and report any necessary changes to Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board.
- c. Develop and update a hard copy and computerized listing of all partner programs, including a brief description of services available within the AJC system (e.g., orientation, career pathways, specific partner offerings, labor market information, etc.).
- d. Market the services and events of the AJC system to customers utilizing social media and other outreach methods in partnership with Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and partner agencies to ensure appropriate branding, logos, and messaging are included in materials, presentations, and facilities.
- e. All branding must follow guidelines established by the State Workforce Development Board (SWDB) and must contain the common identifier “American Job Center” or “a proud partner of the American Job Center network” in all communication.
- f. Facilitate utilization of state data systems, including system access and training to improve skill levels as needed.
- g. Coordinate sharing of data, including the development of necessary data-sharing agreements, and train partner staff on maintenance of data protocols (Personally Identifiable Information, confidentiality, etc.).
- h. Be responsible for submitting the AJC Certification application(s) and coordinating the process for all applicable centers, including providing a plan of action on any required criteria that were not met.
- i. Serve as lead for regularly scheduled meetings, monthly at a minimum, with on-site partners and quarterly coordination



meetings with regional partners to ensure all partners deliver all services and refer customers as agreed upon in the MOU. The OSO will provide updates and reports monthly as requested and meet with Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board as needed.

- j. Recruit additional community partners, including volunteers to host workshops, agencies to become access points, etc.
3. Be the primary Functional Leader for the AJC system – The OSO will coordinate the following three functional teams, including assigning leaders to ensure regular meetings of each, monthly at a minimum. The OSO will create and implement a training plan for partner staff to ensure consistent outreach and priority service to target populations, co-enrollment of participants, and other areas where customers can benefit from comprehensive service. With respect to funds allocated for adult employment and training activities, priority to receive career and training services shall be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Goals will be established to track progress in serving these populations.
- a. Welcome Team - a shared function amongst all core partners facilitating the customer's entry point into the AJC system. The OSO will schedule current partner staff to cover various times/activities of the welcome function. The OSO will provide on-board training to all Welcome Team staff. The Welcome Team focuses on:
 - Providing basic career services
 - Monitoring AJC traffic
 - Collecting and reviewing VOS Greeter data
 - Administering initial assessment of customer needs
 - Referring to WIOA partner programs for eligibility determination
 - Providing orientation of AJC services and labor market data

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- Assisting in the Resource Room
- b. Skill Development Team - consists of staff from all core and required partners that are present under the LWDB's MOU, primarily individuals with case management responsibility that focus on:
- Conducting comprehensive and specialized assessments of skill levels and service needs
 - Determining eligibility for respective program(s)
 - Providing basic and individualized career services
 - Making referrals to partner programs and services provided within the AJC system and co-enrolling the participant when appropriate.
- c. Business Services Team - consists of staff that have a primary focus on serving the employers by:
- Acting as a resource for business customers by answering questions, addressing concerns, and providing resources
 - Working with Tennessee Economic and Community Development (TNECD) to promote job expansion and attract new businesses.
 - Establishing a process to deliver employer services through a functionally aligned, seamless delivery system.
 - Using the AJC brand to market a consistent message and image to employers.
4. Evaluate Customer Experience – the OSO will:
- a. Develop and/or maintain the current evaluation process to determine customer (job seeker, employer, and partner staff) experiences throughout the AJC system. Evaluation methods may be on-site and/or online, must maintain confidentiality, be timely to the customer experience and must address both



customer service and customer need areas. (e.g. staff assistance helpful, workshop content beneficial, referrals to employer sufficient, complaints, etc.)

- b. Share results of the customer evaluations with Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and partner agencies in a timely manner to celebrate successes and address opportunities for improvement.
 - c. Monitor and evaluate referrals for co-enrollments to ensure customer needs are being met by the AJC system and report any necessary improvements to Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and partner leadership.
 - d. Act as liaison between the Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and AJC system partners to resolve customer service complaints or partner issues, propose promising practices and disseminate general communication of State and LWDB policies/procedures.
5. Evaluate Negotiated Performance Measures – the OSO will:
- a. Monitor the performance of the AJC system by ensuring all partners have systems in place to enter and monitor performance and validation data both accurately and timely and report any issues to Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and partner leadership.
 - b. Utilize the state performance management systems to develop and measure goals of the AJC system (e.g. traffic counts, job seeker registrations, job orders, case notes, etc.), analyze data, and report results (Dashboard or other as specified) Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and partner leadership, along with recommendations for improvement, if needed.

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- c. Collect performance information, as may be required by Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board, to monitor progress toward attainment of Key Performance Indicators and State/Federal Performance Measures of the AJC system and recommend changes for implementation to the Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board and partner leadership to ensure the LWDB meets negotiated targets established by TDLWD. Data to be collected will include performance information from providers of on-the-job training, customized training, incumbent worker training, internships, paid or unpaid work experience opportunities, and transitional employment, as the Governor may require. This performance information should quantify post-secondary credential attainment achieved by participants, rate of employment after a participant exits from a training program, and earnings as a participant exits from a training program. This information will be used to determine whether the providers meet such performance criteria.

Role of One-Stop Navigator

The Navigator role supports efforts of continual improvement in the provision of integrated services to job seekers and employers under the Workforce Innovation and Opportunity Act (WIOA). This individual is responsible for maintaining Welcome Function and resource room activities, including directing customers and assisting American Job Center customers with job searches, resume assistance and other reemployment services. This position works under the direction of the One Stop Operator and is responsible for performing customer service duties for a multi-program office. This position will assist customers both on the phone and in person by assessing their needs and providing assistance as needed in the Resource Room and Welcome Function.

Essential Functions

- Initial point of contact with clients within the Job Center.
- Assist job seekers with intake/enrollment into program services, information on employment, training, or education assistance,



providing general support, addressing a broad variety of issues, with assisting customers that enter a One-Stop Center by determining customer needs and offering appropriate recommendations.

- Responsible for ensuring the Resource Room is conducive to assisting a customer with core services.
- Observe, collect, and report information on One-Stop System to support functional operations. Report on performance to track overall system goals; system activities and outcomes (referrals, results, customer feedback, staff feedback) to the One-Stop Operator; and provide recommendations for improved outcomes.
- Familiarize and provide support for continuous improvement of partner responsibilities and contributions agreed upon in the system Memorandum of Understanding, to avoid duplication of services, partner referral, partner systems, and practices, and streamline processes.
- Supports the One-Stop Operator in the development and implementation of strategies for operational and performance excellence. Support partnership and outreach development.
- Observe and collect data with the intent of identifying opportunities for continuous improvement.
- Maintain an online repository of one-stop system operations, activities, materials, and documents.
- Ensure the availability of all marketing and informational materials of one-stop system partner programs.
- Ensure the availability of all Labor Market Information, training information, and coordination with other grant sources that support Workforce Development Board demand industries.
- Provide operational and logistical support for the delivery of services from the required One-Stop partners and service providers to ensure each partner contributes to the support from the One-Stop Center.



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- Provide recommendations for professional development and service delivery innovations.
 - Other duties as assigned.

Reasonable accommodation may be made to enable individuals with disabilities to perform essential functions.

Minimum Qualifications

- High School diploma or equivalency
- If the position requires driving, a valid driver's license in the state of employment with an acceptable driving record is required.
- I-9 documentation is required to verify authorization to work in the United States
- Ability to pass a pre-employment drug test and background check.

Qualifications:

- Ability to respond to common inquiries or complaints from participants, regulatory agencies, or members of community agencies and the business community.
- Ability to effectively present ideas and give detailed briefings and training classes to staff, management, public groups, and partners.
- Lead other projects of comparable size and complexity, or experience in a comparable role with similar required skills.
- Familiarity with the communities being served, with knowledge and understanding of local needs and resources.
- Demonstrated knowledge of labor market trends
- Demonstrated customer service skills.
- Excellent written and verbal communication skills
- Proficient in Microsoft Windows and Office (Word, Excel, PowerPoint)

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- Valid Driver's License in good standing and proof of current automobile insurance required.

Preferred Qualifications:

- Graduation from an accredited four-year college or university with a degree in Business Management or similar discipline. Equivalent experience in an administrative support role and/or direct experience in working with the WIA/WIOA program will be considered in lieu of degree.

7. Eligible Applicants

Eligible applicants include:

- An entity (public, private, or nonprofit) organization, or
- A consortium of entities (including a consortium of entities that, at a minimum which must include three (3) or more of the one-stop required WIOA partners), of a demonstrated effectiveness located in the local area. Entities may include:
 - An institution of higher education
 - An employment service state agency
 - A community-based, non-profit organization or workforce intermediary
 - A private-for-profit entity
 - A government agency
 - Other Interested organizations or entities, which may include a local chamber of commerce, or other business organization, or a labor organization.

NOTE: Elementary schools and Secondary schools are not eligible to apply, but nontraditional public secondary schools such as night schools, adult schools, or area career and technical education schools are eligible.

All applicants must disclose any potential conflicts of interest arising from their relationships with training or other service providers. In addition, all applicants must ensure that they do not and will not establish practices that create disincentives to providing services to

individuals with barriers to employment that may require longer-term services, such as intensive employment, training, and education services. All applicants must comply with Federal regulations and procurement policies relating to the calculation and use of profits. The applicant must be able to demonstrate previous experience, the capacity, and the commitment to develop and implement a comprehensive one-stop delivery system in the Local Workforce Area, including promoting alignment between the two areas issuing this RFP.

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

8. Project Timeline & Funding

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

Activity	Date
RFP Release	April 27, 2023
Deadline for Bidder Questions	May 3, 2023
Response to Bidder Questions Posted	May 5, 2023
Proposal Deadline (email only)	May 30, 2023
LWDB Approval	June 14, 2023
Notification to All Bidders	June 15, 2023
Contract Begin Date	July 1, 2023

For planning purposes, the contract amount for the next 12 months shall not exceed \$300,000 for Northern Middle and \$110,000 for Upper Cumberland. The LWDBs are seeking bids that capitalize on cost effectiveness and efficiencies. The amount is subject to change based on availability of funding from the State of Tennessee.

The LWDBs will notify contract award to the successful respondent(s) effective no later than June 15, 2023.

- Subject to performance and fund availability, the selected contractor may be eligible for up to three (3) 1-year extensions with budget subject to the LWDB approval.
- Specific line items require a detailed explanation.
- All funding of this RFP is contingent upon the LWDB and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the LWDB.
- For the awarded contract, the submitted proposal, with any negotiations, will become part of the official contract file. Any commitments made in the proposal will be part of the contract and will be binding on the contractor.
- The contract will be awarded as a line-item cost reimbursement. No expenses are reimbursable until a contract or letter of authorization has been issued to incur costs as of a specific date.
- The issuance of this solicitation in no way commits LWDB to pay any cost for the preparation and submission of a proposal. The Bidder assumes all costs of preparation of the proposal and any presentation necessary for the proposal process.
- The LWDB may elect to reject all proposals if the scope of work is not adequately addressed, the fund request is not appropriate for the scope of services, or for other reasons deemed appropriate by the LWDB.

9. American Job Center Locations

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

Comprehensive American Job Centers (AJCs) – a physical location where job seeker and employer customers can access the programs, services, and activities of all required one-stop partners. A comprehensive center must:

- Have at least one (1) Title I staff person physically present.
- Have at least one (1) non-Title I staff member physical present.
- Provide Career Services as defined in 20 CFR 678.430
- Provide access to training services as described in 20 CFR 680.200
- Provide access to employment and training activities as described in WIOA sec. 134(d)
- Provide access to workforce and labor market information.
- Make direct linkage, through technology, to a program staff member who is not physically present to provide meaningful information or services.
- Be physically and programmatically accessible to individuals with disabilities, per WIOA sec. 188
- Be certified by the LWDB to utilize infrastructure funding.

Affiliate American Job Centers – a physical location to provide access to program services in addition to a Comprehensive AJC. An Affiliate AJC must:

- Provide access to one or more of the programs, services, and activities.
- Determine the frequency of staff that will be physically present through the LWDA Memorandum of Understanding (MOU)

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- Not include Wagner-Peyser staff if one or more partner staff is not physically present 50 percent or more of the time in which the AJC is open.
 - Be physically and programmatically accessible to individuals with disabilities, per WIOA sec. 188
 - Be certified by the LWDB to utilize infrastructure funding.

Specialized American Job Centers – a physical location that addresses specific needs, including those of dislocated workers, youth, or key industry sectors, or clusters. A Specialized AJC must:

- Identify a specific need(s) that is supported by labor market data.
- Provide access or direct linkage to services not offered at the AJC.
- Provide flexible hours to meet the needs of the identified need(s)
- Be physically and programmatically accessible to individuals with disabilities, per WIOA sec. 188
- Be certified by the LWDB in order to utilize infrastructure funding.

Access Points – are established by non-traditional partners, such as non-profit agencies, to provide a connection to the workforce system structure. The agencies that are assessed to serve as access points will connect clients to the public workforce system by referring clients and providing access to training and limited support based on the resources that the non-traditional partner can provide. Access Points must:

- Not be certified by the LWDB.
- Not utilize infrastructure funding
- Have a Memorandum of Understanding in place with the LWDB.
- Track services

New Access Points are developed on an ongoing, as-needed basis. Northern and Upper Cumberland has twenty-two (22) access points combined.

Northern Middle Workforce Boards

Cheatham	Davidson	Dickson	Houston
384 South Main St. Ashland City, TN 37015	665 Mainstream Dr Nashville, TN 37243	250 Beasley Dr #2812 Dickson, TN 37055	155 West Front Street Erin, TN 37061
Humphreys	Montgomery	Robertson	Rutherford
711 Holly Lane Waverly, TN 37185	523 Madison Street Clarksville, TN 37040	299 10th Ave East Springfield, TN 37172	1313 Old Fort Parkway Murfreesboro, TN 37129
Stewart	Sumner	Trousdale	Williamson
1356 Donelson Parkway Dover, TN 37058	1598 Greenleaf Blvd Gallatin, TN 37066	204 McMurry Blvd Hartsville, TN 37074	118 Seaboard Ln Franklin, TN 37064
Wilson			
415 Tennessee Blvd Lebanon, TN 37087			

Upper Cumberland Workforce Boards

Cumberland	DeKalb	Fentress	Overton
60 Ridley St, STE 101 Crossville, TN 38555	722 S. Congress Blvd. Smithville, TN 37166	209 N. Main St. South Jamestown, TN 38556	740 Hi Tech Drive Livingston, TN 38570

Macon	Putnam	Smith	Warren
607 Hwy 52 Bypass E Lafayette, TN 37083	1000 England Drive, STE 101 Cookeville, TN 38501	Specialized Center	241 Vocational Technical Drive McMinnville, TN 37110
White			
826 Valley View Drive Sparta, TN 38583			

10. Participant Data & Performance Outcomes

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

The following details the current Key Performance Indicators (KPIs) for *Northern Middle*.

Program	NM Target	Q1	Q2
Adult and Dislocated Worker New Enrollments	246	256	163
Apprenticeship Completions (Pilot)	62	84	31
Jobs for Veterans State Grants New Enrollments	30	54	15
Justice-Involved Individuals	130	418	396
Reemployment Services Co-Enrollments	11	9	15
SNAP E&T AE Co-Enrollments	3	1	0
SNAP E&T Job Retention Services	3	4	8
SNAP E&T Job Search Training	3	4	4
Trade Adjustment Assistance Co-Enrollments	90%	100%	100%
Wagner Peyser New Enrollments	875	1,1412	1,272
In-School Youth New Enrollments	30	40	66
Youth New Enrollments	100	127	150
National Dislocated Worker Grant – COVID-19	25	7	86

The following details the current Key Performance Indicators (KPIs) for *Upper Cumberland*.

Program	UC Target	Q1	Q2
Adult and Dislocated Worker New Enrollments	55	55	71
Apprenticeship Completions (Pilot)	0	0	0
Jobs for Veterans State Grants New Enrollments	7	5	1
Justice-Involved Individuals	20	159	164
RESEA Co-Enrollments	4	0	1
SNAP E&T AE Co-Enrollments	1	6	3
SNAP E&T Job Retention Services	1	2	1
SNAP E&T Job Search Training	1	2	2
TAA Co-Enrollments	90%	33%	100%
Wagner Peyser New Enrollments	250	379	364
ISY New Enrollments	10	3	6
Youth New Enrollments	25	17	20
SCSEP - New Enrollments	-	2	2
SCSEP - Exits into Unsubsidized Employment	-	1	1
National Dislocated Worker Grant – COVID-19	9	1	38

NOTE: KPI are issued from the Tennessee Department of Labor and are subject to change prior to or during the course of the contract. Any changes by the State will be reflected in contract modifications.

Section 2: Scope of Work

1. One-Stop Operator

Organizational Experience & Capacity (15 points)

1. Describe your organization's mission, goals, activities, accomplishments, and expertise. Identify the number of years that your organization has been in business under the present name, as well as related prior business names.
2. Describe the organization's experience and success in delivering services in similar programs and/or to similar populations.
 - a. Provide detailed information regarding your organization's experience contracting with federally funded agencies for the same or similar services.
 - b. Include current and past contracts that were in effect within the last five (5) years. Specify whether such contracts are currently in effect, were successfully completed, or were terminated prior to completion.
3. Describe how your agency will approach each aspect of the OSO role #1 – Manage Daily AJC Operations, including providing an organizational chart, and for positions already filled, attach a current resume of the staff person serving in such capacity. Indicate the percentage amount of the position's total work time to be devoted to this program. Also, indicate how you plan to provide professional development opportunities for OSO staff.
4. Bidders must state how they will comply with all federal/state/local regulations, as well as provide oversight to ensure compliance.

Partnerships & Community Engagement (15 points)

1. Describe existing relationships that your organization may have with area employers, community-based organizations, and



agencies and how those relationships will benefit individuals in the program. How do you plan to develop new relationships?

2. Describe how your agency will approach each aspect of the OSO role #2 – Ensure Coordination of Partner Programs within the AJC System, including maintaining communications with all One-Stop Partners and co-located staff.
3. Bidders must include how they will incorporate all partners into the comprehensive One-Stop system, including assurance that all partners will still fulfill all federal and state requirements of their respective programs.

Program Service Delivery Model (20 points)

1. Describe how you will work with LWDBs, administrative entities, fiscal agents, monitors, and auditors relative to the many policy and market intersections. Describe how your agency will approach each aspect of the OSO role #3 – Be the primary Functional Leader for the AJC system, including:
 - a. plans your agency has for outreach and best practices with jobseekers, including target populations.
 - b. plans your agency has for case management strategy, providing consistent support, follow-through for service plans and referrals, and tracking for individual clients.
 - c. plans your agency has for outreach and best practices with employers in a one-stop setting.
2. Describe the customer flow process (include a chart) to meet the needs of both the job seeker and employer.
3. Bidders must detail all implementation plans for training of all partner staff, including: the co-enrollment of participants and outreach to target populations.

Technology, Data, & Reporting (10 points)

1. Describe your experience in gathering, analyzing, and reporting Labor Market Information, performance, fiscal, and other workforce data sources, including an example of previous outcomes from



other successful initiatives with capturing and reporting performance information.

2. Describe any experience your organization has with developing and implementing customer satisfaction instruments, such as web-based services used to track and report actual outcomes.
3. Include a description of any technology your agency will provide for the administration or services components of this grant at no additional cost to the grant.
4. Describe how your agency will approach each aspect of the OSO role #4 – Evaluate Customer Experience, including job seeker, employer, and partner staff. Bidders must describe their customer service experience, including management of complaints and/or concerns, oversight of staff teams, and experience in the development and delivery of technical assistance to increase customer satisfaction.

Performance & Accountability (15 points)

1. Describe your previous experience specific to meeting performance targets.
2. Describe how your agency will approach each aspect of the OSO role #5 – Evaluate Negotiated Performance Measures and your strategy to meet or exceed the LWDB's performance goals for this RFP. How will your organization manage measurement, achievement, and documentation of performance standards?
3. Include specific performance targets related to State and Federal Performance Measures. Identify your proposed quarterly and annual goals for each state-mandated performance measure, and list objectives under these areas with specific measurables and deliverables. Bidders must propose outcome measures that comprehensively capture and evaluate their effectiveness at providing services as they relate to the local and regional plans.
4. Indicate your plan for ensuring performance outcomes are attained, and the data are used to achieve continuous quality improvement, including what methods for continuous improvement and quality assurance will be implemented.

Financial & Fiscal Capabilities & Budget (20 points)

1. Describe the experience your organization has in managing Federal funds and the experience of currently employed fiscal staff in administering such programs, including how your organization ensures compliance with Federal financial management standards, and how financial information will be made available for monitoring and auditing purposes.
2. Bidders must provide their latest two (2) years of audit reports.
3. Bidders must disclose any potential conflicts of interest arising from the relationships of the one-stop operators with particular training service providers or other service providers, including but not limited to, career services providers.
4. Scoring of this section will include the following budgetary information:
 - a. The amount requested through this Request for Proposals must not exceed \$300,000.00 for Northern Middle and \$110,000.00 for Upper Cumberland for the contract year and be submitted by completing the Budget Form (Attachment C).
 - a. The Budget Narrative must be typed and placed in the proposal following the Budget Form (Attachment C). The Budget Narrative should detail your organization's budget request.

Instructions, Attachments & Formatting (5 points)

As mentioned in this RFP, bidders have the option of bidding on Component A or Component B, or both, and a separate proposal is required for each component. To properly evaluate and promote fairness among bidders, standards in attachments and formatting must be adhered to. Please note the following Proposal Instructions:

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

-
- Attachment A: Cover Page*
 - Attachment B: Conflict of Interest Form*
 - Attachment C: Budget Form & Narrative
 - Attachment D: Reference Form and Letters*
 - Two (2) Years of Audited Financial History*
 - Organizational Chart & Staff Resumes*
 - Documentation of registration for private, for-profit, or non-profit organizations (if applicable)*
 - Proposal (scope of work, not to exceed 15 pages per component)

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

Northern Middle TN Workforce Board and Upper Cumberland TN Workforce Board

Section 3: Submission & Evaluation

1. Bidders' Questions

All questions that interested parties may have can be sent to procurement@tpma-inc.com. Questions must be submitted via email with the subject line "Northern/Upper TN OSO Bidder Question" between April 27, 2023 and May 3, 2023. Responses to questions will be posted by May 5, 2023 on the TPMA procurement portal website, <https://www.tpma-inc.com/workforce-innovations-procurement/> along with other relevant information, including the RFP, attachments, procurement timeline, contact information, etc.

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

2. Evaluation and Award

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

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

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

3. Notice of Award

All respondents will be notified by email as to their award status. Unsuccessful respondents who wish to obtain information on the evaluation of their proposal should submit a written request to this effect

to. Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

4. Appeals Process

Any disagreements resulting from this procurement process can be addressed to. Appeals must be made within 14 calendar days of notification of non-award.

5. Fiscal Review

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

6. Past Program Performance

TPMA may review a respondent's performance on any previous and/or existing grant agreement(s) as well as check references submitted from other grantors. Achievement of grant agreement outcomes, along with compliance with programmatic and fiscal guidelines and timelines, may be evaluated. The review team may perform an in-depth evaluation of all responsive proposals based on the criteria herein. Prior to its final funding decision, the LWDB 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.

7. Accessibility and Equal Opportunity

TPMA and the LWDB are committed to equal access for all customers to all services. All contractors must ensure equal opportunity to all individuals. No individual in the Northwest & Southwest Tennessee Local Workforce Development Area shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any

Workforce Innovation and Opportunity Act funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. All entities are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This includes ensuring contract staff receive accessibility training and may involve developing accessibility plans. All respondents must ensure all written materials and communications include the statement: "Reasonable accommodations and auxiliary equipment and services are available upon request."



Attachment A: Cover Sheet

Please complete this mandatory cover sheet accordingly.

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

Signatory Authority Signature	
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Proposed Budget Amount(s):

\$ _____ Northern Middle One-Stop Operator

\$ _____ Upper Cumberland One-Stop
 Operator



Attachment B: Conflict of Interest Form

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

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

Attachment C: Budget

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

Salaries	\$
Benefits	\$
Travel	\$
Operational (supplies, communication, etc.)	\$
AJC Partner Shared Supplies (Comprehensive AJCs only)	
Administration (direct or indirect)	
Profit (if applicable)	\$
TOTAL BUDGET REQUEST (max. \$300,000 for Northern and \$110,000 for Upper)	\$

Budget Narrative: Please provide a detailed explanation for each budget line item to justify the cost. Examples of explanations include job titles, wage rate, hours worked/charged, types of benefits and rates, estimated mileage/visits to locations, office, and other supplies, and agency program operation or program costs. No travel expenses may be claimed for commuting to/from “official station.” Travel expenses may be claimed from the official station. Tennessee State Mileage Rate is \$.655. The operational line item is for OSO staff expenses. The OSO contract will include an established amount for shared AJC partner supplies to be purchased by the OSO for the Comprehensive AJCs. Administration may be by direct or indirect charge. The approved indirect cost methodology must be included with the budget narrative if indirect is proposed. For-Profit companies may submit profit, including proposed metrics to determine achievement. All line items are subject to negotiation.

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



Attachment D: References

Bidders must provide three letters of reference who can verify their experience, along with a contact phone number or email. References should be for experience in the past five years.

Reference #1

Phone # or email:

Reference #2

Phone # or email:

Reference #3

Phone # or email

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



TPMA

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