



REQUEST FOR PROPOSALS

FOR

**MANAGEMENT AND OPERATIONS OF THE
TULARE COUNTY EMPLOYMENT CONNECTION ONE-STOP CENTERS
INCLUDING
WORKFORCE INVESTMENT ACT
ADULT & DISLOCATED WORKER SERVICES**

ISSUED JANUARY 25, 2012

**Proposals must be received no later than 5:00 P.M.
Pacific Standard Time (PST)
March 14, 2012**

NO EXCEPTIONS

Workforce Investment Board of Tulare County
309 West Main Street, Suite 120
Visalia, CA 93291
(559) 713-5200

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**MANAGEMENT AND OPERATIONS OF THE
TULARE COUNTY EMPLOYMENT CONNECTION ONE-STOP CENTERS
JANUARY 2012**

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**MANAGEMENT AND OPERATIONS OF THE
TULARE COUNTY EMPLOYMENT CONNECTION ONE-STOP CENTERS
January 2012**

1.0 REQUEST FOR PROPOSALS INTRODUCTION

The Workforce Investment Board of Tulare County (WIB) is a 501 (c) (3) tax-exempt organization that provides a variety of workforce development services to the region's businesses, residents, and education and training providers.

The WIB is issuing this Request for Proposals (RFP) to interested applicants with experience or related experience in managing and operating One-Stop Centers. The purpose of this request is to procure a qualified provider or providers to enter into a one-year (1) contract for the management and operation of Employment Connection One-Stop Centers in Tulare County in the cities of Porterville and Visalia with the option to extend the contract(s) for four (4) additional one-year periods based on need, demonstrated performance, and availability of funds.

The WIB is looking for innovative ways to deliver Employment Connection One-Stop Center services to residents and businesses in Tulare County. This RFP is being issued to attract applicants from for-profit organizations, non-profit organizations, public agencies, and collaboratives of these organizations that reflect an entrepreneurial spirit, with an emphasis on results, measurable outcomes, and commitment to partnerships. The WIB is also seeking respondents who have the ability to share in the cost of operations.

Instructions:

- Read this RFP carefully;
- Submit a Notice of Intent to Submit a Proposal by February 17, 2012;
- Provide all necessary information and ask questions or seek technical assistance on points or concepts that are unclear; and
- Submit proposals with all necessary information by March 14, 2012.

The WIB is interested in partnering with firms where such partnerships increase our ability to serve our customers' needs and are mutually beneficial. The WIB is seeking organizations to operate the existing Employment Connection One-Stop Centers in Porterville and Visalia, ensuring services are provided throughout the rural and urban areas of Tulare County. **Respondents may bid on one or both Centers. A separate proposal must be submitted for each Center.**

This RFP provides potential respondents with vital background information and describes the desired services, guidelines for proposals, and the operator selection process.

A consortium, joint venture, or team of organizations with complementary skills and experience is permitted to respond to this RFP so long as such proposal demonstrates that all contractual responsibility rests solely with one legal entity and that the proposed arrangement would enable the respondent to furnish efficient quality

management and operation of the Employment Connection One-Stop Center(s) for the WIB.

1.1 Solicitation

The WIB hereby solicits proposals using a competitive bid process for the following Employment Connection One-Stop Centers and areas surrounding those Centers:

Visalia Employment Connection One-Stop Center

Alpaugh, Cutler, Dinuba, Earlimart, Exeter, Farmersville, Goshen, Ivanhoe, Lemon Cove, London, Orosi, Pixley, Three Rivers, Tipton, Traver, Tulare, Visalia, Waukena, Woodlake

Porterville Employment Connection One-Stop Center

Ducor, Lindsay, Poplar/Cotton Center, Porterville, Richgrove, Springville, Strathmore, Terra Bella, Woodville

Include in your proposal strategies to serve rural areas through co-location, leveraging resources, and/or subcontracting services.

The RFP does not commit the WIB to accept any proposal submitted, nor is the WIB responsible for any costs incurred by the respondents in the preparation of responses to this RFP. The WIB reserves the right to reject any or all proposals, to accept or reject any or all items in the proposals, and to award the contract in whole or in part as is deemed to be in the best interest of the WIB. The WIB reserves the right to negotiate with any respondent after the proposal(s) are reviewed, if such action is deemed to be in the best interest of the WIB.

The WIB reserves the right to delay, amend, or reissue the RFP at any time.

1.2 Submittal of Proposals

The WIB must receive the proposal(s) marked "(Name of Agency and One-Stop Center Location) Proposal" no later than Wednesday, March 14, 2012 at 5:00 PM Pacific Standard Time (PST). Submit one (1) proposal with original signature and seven (7) copies of the proposal to:

**ATTN: Sharon Pearson, Program Coordinator
Workforce Investment Board of Tulare County
309 West Main Street, Suite 120
Visalia, CA 93291**

Late proposals will not be accepted. The WIB will provide a receipt verifying the time and date the proposal is received. If respondents send their proposals via U.S. Postal Service, U.P.S., or any other type of delivery service, respondents are responsible for requesting proof of delivery date and time from their chosen carrier.

1.3 RFP Schedule and Timeline

Beginning January 25, 2012, the RFP will be available to download from the WIB's website www.tularewib.org. If you are unable to download the RFP please contact:

Laura Gonzalez
Workforce Investment Board of Tulare County
309 West Main Street, Suite 120
Visalia, CA 93291
(559) 713-5000
Email: lgonzalez@tularewib.org

Time line:

Issue Request for Proposals	January 25, 2012
Bidders Conference	February 7, 2012
Notice of Intent to Submit a Proposal(s) Due	February 17, 2012
Proposals Due	March 14, 2012
Proposal Rating Group /Bidder Interviews	April 9, 2012
WIB Program Committee Recommendation	April 10, 2012
WIB Executive Committee Approval	April 11, 2012
Contract Development Complete	June 15, 2012
Effective Date of Contract(s)	July 1, 2012

1.4 Bidders' Conference Session

Two bidders' conference sessions are open to all interested respondents. WIB staff will present the RFP requirements and answer questions during the bidders' conference. Staff will not provide assistance regarding a proposer's individual program design. All prospective bidders are encouraged to attend.

Due to space limitations, an RSVP is required. For scheduling, please contact Laura Gonzalez by phone at (559) 713-5200 or by email at lgonzalez@tularewib.org. Two (2) sessions of the Bidders' Conference will be held **Tuesday, February 7, 2012**, one at 9:00 a.m. and a second one at 1:30 p.m. The Conference will be held at:

Tulare County Professional Development Center (PDC)
4031 W. Noble Ave., Suite A, Visalia, CA 93277
(upstairs over parking garage)

1.5 Notice of Intent to Submit a Proposal(s)

A Notice of Intent to Submit a Proposal(s) is required of all organizations planning to submit for the management and operation of an Employment Connection One-Stop Center(s). This is a required step in the process and will be used to create the list of potential respondents. This list will be used to identify respondents to whom communications (i.e. questions and answers) will be sent during this procurement process. The list of potential respondents will also be posted to the WIB's website www.tularewib.org.

Organizations that do not submit a Notice of Intent to Submit will not be eligible to submit a proposal in response to this request. However, submitting a Notice of Intent to Submit does not commit the respondent to submitting a proposal(s).

All Notices of Intent to Submit are due no later than Friday, February 17, 2012 to:

ATTN: Sharon Pearson, Program Coordinator
Workforce Investment Board of Tulare County
309 West Main Street, Suite 120
Visalia, CA 93291

The Notice of Intent to Submit form is attached, (see Attachment K). The filing of a Notice of Intent to Submit is required. **If a respondent has not filed a Notice of Intent to Submit, the proposal(s) will be rejected.**

1.6 RFP Questions

To ensure a fair and objective evaluation, all questions related to the RFP must be submitted in writing. Written questions will be accepted through 5:00 p.m. (PST) on Wednesday, February 22, 2012, to the WIB via:

Email to: spearson@tularewib.org

Or via postal service:

ATTN: Sharon Pearson, Program Coordinator
Workforce Investment Board of Tulare County
309 West Main Street, Suite 120
Visalia, CA 93291

Questions received after the February 22, 2012 deadline will not be answered.

Written responses to questions received by the WIB will be posted on the website www.tularewib.org and provided to the list of potential respondents that have filed a Notice of Intent to Submit.

NOTE: With the exception of the bidders' conference, phone calls and oral questions will NOT be accepted.

Only the responses posted on the website are considered clarifications to the instructions contained in this RFP. In the event that responses modify any of the terms, conditions, or provisions of this RFP, documentation will be given via a subsequent amendment to the RFP.

Respondents are warned that no other individuals are to be contacted in this regard. No other sources of responses or clarification are considered valid.

Respondents are strictly prohibited from contacting members of the WIB or WIB staff other than as stated above and in Section 4.1.1 – Ex Parte Communication.

1.7 Addenda to this Request for Proposals

At the discretion of the WIB, if it becomes necessary to revise any part of this RFP, an addendum will be provided to all known recipients of this RFP and posted on the WIB's website. Any clarification, including responses to questions raised at the bidders' conference, will become an addendum to this RFP.

If you downloaded this RFP from the WIB's website, please contact Laura Gonzalez at (559) 713-5200 or lgonzalez@tularewib.org to ensure that your name is on the list of potential respondents known to have received this RFP. Addenda to the RFP will be posted on the WIB's website www.tularewib.org.

Respondents are responsible for checking the website frequently to remain informed about the procurement process, responses to questions, and other information that may affect this RFP (e.g. WIA reauthorization, changes to performance measures, and revisions to the timeline).

1.8 Right to Cancel

The WIB reserves the right to cancel all or any part of this RFP at any time without prior notice. The WIB also reserves the right to modify the RFP process and time line as is deemed necessary.

1.9 Center Proposal(s)

Respondents may bid on one or both Employment Connection One-Stop Centers. A separate proposal must be submitted for each Center. An organization can be a partner of any number of collaboratives submitting bids.

Collaboratives must identify a lead entity that will be responsible for management, coordination of services, operations, financial accountability, legal obligations, and all reporting requirements. This lead entity must demonstrate its capability to set direction, achieve outcomes, bring non-WIA funding to the table, and manage overall operations, including staff oversight, customer services, continuous improvement, and achievement of measurable outcomes.

In order to serve the rural areas within each region, the WIB requires that respondents include strategies to serve rural communities through outreach, leveraging resources, partnerships, co-location and/or subcontracting core, intensive, and/or training services. The plan should also include strategies to serve individuals who are most in need, for example, services to targeted populations such as ex-offenders, persons with disabilities, and veterans.

1.10 Insurance

A full line of business insurance will be required of any operator of an Employment Connection One-Stop Center. The coverage shall include general liability insurance with a minimum of two million dollars (\$2,000,000) of coverage per occurrence, business personal property, including fire and theft, fidelity bond, performance bond, and worker's compensation.

Evidence that the WIB is named as an additional insured on the successful respondent's insurance is required prior to execution of any contract.

2.0 BACKGROUND INFORMATION

2.1 Organizational Overview

The WIB is Tulare County's workforce development broker, creating workforce solutions for employers, and employment and training solutions for individuals.

Our investments and funding strategies advance Tulare County's economic vitality by growing the skills and talent of the workforce.

Our Vision: Because of our skilled workforce talent, Tulare County businesses continue to thrive.

The WIB provides a comprehensive system of training, placement, and career planning for job seekers throughout Tulare County. The WIB also offers an array of business services, such as labor market information.

Businesses look to the WIB and its system of Employment Connection One-Stop Centers for qualified employees, for expertise in job training and supportive services, and for leadership to mobilize public and private organizations to address workforce needs. The WIB's partners and training providers share in the desire to work jointly in preparing Tulare County's current and future workforce by integrating academic, vocational, and social services with workforce development.

2.2 Key Priorities

The Tulare County Workforce Investment System guiding principles include:

Integration: The system integrates and coordinates economic development, employment, training, and supportive services.

- These services are linked into a single, seamless system
- Efforts focus on early intervention for businesses and individuals
- Basic core services are universally available at Employment Connection Centers and through system partners

Comprehensive: The system provides:

- Comprehensive services to employers and participants
- Elimination of duplication of services

Partnerships: The system is a partnership based on the concept of effective collaboration:

- For the benefit of the community
- For the benefit of our customers
- For the benefit of our partner agencies

Customer Focus: The system will:

- Focus on providing quality service to all customers, employers and job seekers
- Consider individual circumstance and need which may call for access to multiple partner services
- Offer all customers treatment with dignity and respect

Performance Accountability:

The system is dedicated to continuous improvement of services.

2.3 Employment Connection System

"The Employment Connection Council's purpose is to engage community partners and service providers in ongoing development of the Employment Connection system, leverage resources, proactively plan and advocate continuous improvement, promote communication and collaboration, and offer policy advice to the Workforce Investment Board of Tulare County."

Our mission is to champion employment connection workforce services in Tulare County.

2.4 Workforce Investment Act of 1998

The concept of One-Stop Centers began in the early 1990's under the U.S. Department of Labor. One-Stop Centers were to provide easy access to a full array of employment and training services in a community with a "no wrong door" approach to

meet the needs of customers and businesses. The first centers in Tulare County were opened by the WIB in 2000.

On August 7, 1998, President Clinton signed the Workforce Investment Act (WIA) of 1998, replacing the Job Training Partnership Act (JTPA) effective July 1, 2000. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer focused, providing individuals, including youth, access to the tools needed for managing their careers. The system is also intended to help businesses find skilled workers.

WIA is currently going through reauthorization. The terms and conditions of this RFP may change based on the new legislation. Respondents to this RFP and operators of the Employment Connection One-Stop Centers will be expected to remain informed on WIA and its regulations and requirements. Technical assistance on legislative changes will be available from the WIB.

2.5 WIA Guiding Principles

Key guiding principles embodied in WIA emphasized reform of the workforce system. WIA guiding principles driving employment services include:

- Streamlining services through One-Stop Center service delivery systems;
- Empowering individuals through information and access to training services;
- Providing universal access to employment related services;
- Increasing accountability (i.e. improving customers' employment retention and earnings, improving the quality of the workforce, sustaining economic growth, enhancing productivity, and reducing welfare dependency); and
- Improving youth programs by linking them more closely to local labor market needs and community youth programs and services, and ensuring strong connections between academic and occupational learning.

A copy of the WIA, and the WIA regulations governing it, are available for review at the U.S. Department of Labor (DOL) Employment and Training Administration website at www.doleta.gov. In addition, respondents are encouraged to keep track of the federal reauthorization of the WIA legislation located on the California Workforce Association's website at www.calworkforce.org. Respondents should also make themselves familiar with California State Directives that set state policy (accessible at www.edd.ca.gov) and local policy (available on the WIB's website at www.tularewib.org). In addition, a list of reference materials to aid respondents is available in Attachment O – Reference Materials.

2.6 WIB Governance

The 25-member WIB is responsible for the fiscal and programmatic administration of employment and training funds for Tulare County.

The WIB provides the vision, innovation, and strategies to keep our local workforce strong. The board provides the framework for administering federal, state, and local funding to provide workforce development activities that increase individuals' earnings and skills and are responsive to business' needs.

The Employment Connection Council is an advisory committee to the WIB, and is responsible for evaluation and oversight of the Employment Connection One-Stop delivery system. The membership of the Council is made up of One-Stop partners.

2.7 Integration

The State of California is engaged in a process to develop a demand-driven, skill-based integrated service delivery model. Twelve Workforce Investment Areas were selected as learning labs for this new model of integration between the Wagner-Peyser and Workforce Investment Act programs. In partnership with the Employment Development Department (EDD) and the Employment Connection One-Stop Partners, the WIB designed a service delivery system that is quite different from previous delivery systems. By leveraging our resources we are able to better serve our customers and increase the accessibility of our system. For more information about the integration, visit the following website:

http://www.edd.ca.gov/jobs_and_training/Integrated_Service_Delivery_Model_FAQS_Background_on_Service_Integration_in_California.htm

The WIB is seeking Employment Connection One-Stop Center operators that will implement an integrated service delivery model in coordination with the Employment Connection Council and the Employment Connection One-Stop Partners.

The vision of the integrated system is based on a single customer common to both the WIA and Wagner-Peyser programs. Within the Porterville and Visalia Centers, this system design consists of four teams: a Welcome Team, a Skills and Talent Team, an Employment Solutions Team, and a Customer Experience Team. Each team has access to products of the Employment Connection One-Stop Center. EDD and the WIB are collaborating to standardize some of the services in each of the Employment Connection One-Stop Centers. The successful respondent to this RFP shall be required to implement this integrated service delivery system. Respondents shall demonstrate their flexibility and ability to work with system partners on the continued design and implementation of this service delivery model.

The Employment Connection integrated service delivery system has three major components:

1. An integrated customer pool that ensures all customers are registered;
2. An integrated customer flow that establishes a sequence of demand-driven, skill based, universal services for all One-Stop Center customers; and

3. An integrated staffing approach that provides services to the integrated customer pool as they are served through the integrated customer flow.

An integrated leadership team guides and assists the integrated teams, and ensures customer flow, and services are meeting the needs of One-Stop customers in a manner that is seamless.

The Welcome Team greets customers as they enter the One-Stop Employment Connection Center, provides individual or group overview of services, assists customers with self- registration on Virtual One-Stop Employment Connection job seeker system and the Quick Guide Assessment, and offers customers the opportunity to register for WIA services. For customers who would like to receive services beyond Core, the Welcome Team determines WIA Adult and/or Dislocated intake application through the VOS Employment Connection One-Stop System. Upon completion of WIA Adult and/or Dislocated eligibility process, staff transitions customers to the Skills and Talent Team for individualized career coaching.

The Skills and Talent Team provides new customers individualized career coaching and objective assessment. Through the objective assessment process, the career coach and customer develop a MAP (my action plan) based on individual needs and goals. The career coach invites customers to return for additional core and intensive services as needed. The Skills and Talent Team provides workshops, one-to-one counseling, administration of Key Train and WorkKeys, occupational skills training referrals and scholarships. The OSO will use WorkKeys to assess job seekers “Real World” job skills critical for success. WorkKeys is a national assessment used for more than 16 years by US employers to make informed hiring decisions. WorkKeys is designed to measure job skills critical for job success. Many US Employers have adopted WorkKeys in their hiring process. The OSO will also use KeyTrain, a user-friendly software, to assist Employment Connection customers with raising their WorkKeys scores.

The Employment Solutions Team through one-to-one sessions with customers ascertains career and employment goals, determines if direct placement or job training is needed to reach employment goals, and together develops an intensive job search and plan, and conducts specialized workshops and job clubs. The Employment Solutions team also markets individuals who need training to businesses to negotiate training opportunities. Employment Solutions team members will market EC VOS employer services , assist business with registration, posting job orders, and accessing EC job seekers’ resumes to fill job openings.

The Customer Experience Team solicits customer feedback and provides guidance to management for streamlining of services, goal setting, and needed cross training for all One-Stop staff. This team consists of members from the Welcome, Skills and Talent, and Employment Solutions teams.

2.8 Preparing Our Workforce

In Tulare County there is consensus that the region needs to “grow” high-skill, high-wage jobs to achieve continued economic prosperity. In addition, the County needs to grow the talent needed to fill these high-skills, high-wage jobs. Workforce development is the key to sustaining economic development through business growth, retention, and attraction.

The WIB’s Employment Connection One-Stop Centers are vitally important to building the skills and abilities of the region’s workforce.

The One-Stop Operator shall utilize WorkKeys to assess job seekers’ “Real World” job skills critical for success. WorkKeys is a national assessment used for over 15 years by US employers to make hiring decisions. Employers believe WorkKeys measures job skills critical for job success. You can use your results to qualify for jobs anywhere in the US employers use WorkKeys for hiring. In addition, the One-Stop Operator will also offer WorkKeys to businesses, agencies, and educational institutions on a **fee-for-service basis**.

The One-Stop Operator shall secure and maintain a WorkKeys and KeyTrain subscription to assist Employment Connection customers with raising their WorkKeys scores for the duration of the contract. KeyTrain is user-friendly software that can be used by anyone to raise WorkKeys scores.

Go to www.workkeys.com for more information about WorkKeys.

2.9 WIB Employment Study

WIB, as part of the Partnership for the San Joaquin Valley, is working diligently to bring timely, factual-based information to our customers regarding demand driven high-wage, high-growth industry clusters. Joining our sister counties in the San Joaquin Valley, the WIB has targeted five high-wage, high-growth industries that best represent the opportunity for mainly sustaining wages and career paths for our citizens. The clusters include 1 – Agribusiness, including Food Processing, Agricultural Technology, and Biotechnology, 2 – Manufacturing, 3- Supply Chain Management and Logistics, 4 – Health and Medical care, and 5 – Renewable Energy. In addition, the WIB has locally adopted Hospitality and Public Safety (Police Academy) sectors.

WIB is committed to using employment data in constructing specific regional strategies to reduce the workforce shortages and assist both business and job seekers. Additionally, this data is serving as a catalyst from which quality training programs are being developed to prepare a qualified workforce to meet future needs of businesses.

2.10 Labor Market Research

The California Partnership for the San Joaquin Valley Higher Education and Workforce Development Work Group focuses on aligning workforce development resources to the needs of target industries that are thriving in the San Joaquin Valley – agribusiness, manufacturing, supply chain management and logistics, health and medical care, and renewable energy. The work group recognizes the need for an educated workforce in the Valley and is working to create a college-going culture that prepares students for success in the workplace. The groups' action plan is:

“Create a demand-driven workforce investment system that supports target clusters: (1) Agribusiness, including food processing, agricultural technology and biotechnology; (2) manufacturing (3) supply chain management and logistics (4) health and medical care; and (5) renewable energy.”

Our partnership has made progress in developing a demand driven workforce system

- Adoption of Standardized Assessments and Work Ready Certificate
- Employment surveys to determine demand and hiring criteria for career guidance
- Inventory and analysis of training availability
- Website to provide easy access to job seekers and employers on hiring and training availability

In addition, EDD releases revised and preliminary civilian labor force, unemployment rates, and industry employment by geography for California, metropolitan areas, counties, and sub-county areas. Access monthly local labor market reports for Tulare County by going to www.labormarketinfo.edd.ca.gov. The Employment Connection Partners will use the Employment Development Department California Workforce Services Network, to post business' job orders and conduct matching and referral activities.

2.11 Roles and Responsibilities of the WIB

The WIB delivers education and job training through the WIB's Employment Connection One-Stop Centers and its targeted adult and youth employment and training programs. These resources provide job seekers and employers with universal access to labor market information and comprehensive employment services. In Program Year 2010-2011, the Employment Connection System provided employment related services to 30,155 customers, and provided layoff assistance to more than 18 companies and 627 employees.

Responsibilities of the WIB related to the One-Stop Employment Connection Centers include:

- Oversee and evaluate the management and operations of the One-Stop Employment Connection System;
- Allocate funds;
- Monitor Employment Connection One-Stop Center performance, quality of service, and cost effectiveness, and report on performance to the boards;

- WIB Business Team initiates Rapid Response outreach to businesses and coordinates briefings with One-Stop Operators and EDD to provide dislocated workers services;
- Maintain the linkage to the (State of California's Job Training Automation (JTA) system) and new California Workforce Services Network (CWSN);
- Develop and provide technical support and guidance to Employment Connection One-Stop System site coordinators and staff;
- Establish and facilitate regularly scheduled meetings with the Employment Connection One-Stop Center Operators;
- Establish and maintain working relationships with businesses, business associations or groups, and economic development organizations to achieve organizational goals;
- Provide labor market information;
- Inform operators of federal and state policies, procedures, and rules that may impact the operations of the centers, and give assistance as needed to implement them accordingly;
- Develop and submit proposals for additional funds to enhance Employment Connection One-Stop System services;
- Prepare grant plans and/or modifications as required for all funding sources;
- Approve One-Stop site locations and facilities;
- Review and approve all Employment Connection One-Stop System marketing pieces (public service announcements, flyers, advertisements, etc.) prior to distribution and public use;
- Ensure compliance with all rules, regulations, and procedures issued by all funding sources.

2.12 Regulatory Bodies

The various governmental units that regulate WIA activities on an ongoing basis are:

- Federal and State Legislatures, which enact and implement laws and requirements covering the workforce development system;
- The U.S. Department of Labor, which develops or changes regulations and procedures; and
- The State of California Employment Development Department, which develops state wide directives and information bulletins; and
- The WIB, which establishes local direction and procedures.

2.13 Employment Connection One-Stop System

The WIB oversees the operation of a system of Employment Connection One-Stop Centers. The Employment Connection One-Stop System provides employment services to the general public, including career assessment, job training, occupational skills training, and placement for Tulare County residents whether unemployed or employed. The system also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.

The Employment Connection Council, an advisory body, to the WIB is responsible for the development and oversight of the Employment Connection One-Stop System in Tulare County. The membership of the Employment Connection Council is comprised of the Employment Connection One-Stop partners.

For additional information on Tulare County's Employment Connection One-Stop System and Center locations see Attachment L – One-Stop Center Descriptions.

2.14 Current Partnerships

The WIB establishes a variety of relationships for special projects and initiatives. Many of these have a direct impact on the operation of the Employment Connection One-Stop Centers. Employment Connection One-Stop Center Operators will often be asked to participate in these special initiatives in collaboration with other partners.

The Employment Connection One-Stop Centers have partners that are unique to programs that must be maintained within the Employment Connection One-Stop Centers. Currently, these include partnerships in the Visalia Employment Connection One-Stop Center with the Tulare County Office of Education's Ticket to Success Program, the State of California Employment Development Department (EDD), and Community Services Employment & Training (CSET) Welfare-to-Work and Youth programs. The partnerships that must be maintained in the Porterville Employment Connection One-Stop Center include Tulare County Office of Education's Ticket to Success Program, State of California Department of Rehabilitation, State of California Employment Development Department, and Community Services Employment & Training (CSET) Welfare-to-Work and Youth programs.

2.15 Funding

The WIB seeks Employment Connection One-Stop Center Operators that are committed to serving the diverse communities and needs of the region(s) and sharing the overall cost of operations. As the WIB applies for and receives additional funding, the funds will be distributed to the current One-Stop operators at the discretion of the WIB.

2.15.1 Funding History

The WIB sustains its organizational goals by drawing from a broad array of funding sources at the local, state, and federal levels. These funds are obtained through an annual formula allocation from the state and through competitively secured grants from both the private and public sectors. While historically the state has reduced the amount of WIA Adult and Dislocated Worker formula funds awarded to Tulare County each year, these funds remain the primary financial support for the operation of the Employment Connection One-Stop System.

Currently, the Employment Connection One-Stop System operates on funds from WIA Title I Adult, Dislocated Worker, and Rapid Response. In addition, the Employment

Connection One-Stop System forges partnerships with state agencies, educational institutions, employers, and community-based organizations to bring both cash and in-kind contributions to enhance the services offered.

2.15.2 Funding Priorities

The Employment Connection One-Stop System in Tulare County is a comprehensive workforce system that offers varied solutions for job seeker and employer customers. These solutions range from self-directed job searches for universal access customers to customized training and rapid response services for businesses. Naturally, the extent to which the WIB can provide funding for specified services to certain workforce segments depends primarily on the allocations received from the state and federal government. Within those parameters, the WIB sets service and funding priorities. The amount of formula funds available for the operation of the Employment Connection One-Stop System over the next five years is dependent upon funding priorities set by the Board for training, supportive services, and services to special populations with priority of service to veterans.

SB 734 requires local Workforce Investment Boards to spend 25 percent of funds available under Title I of the Federal Workforce Investment Act of 1998 (Public Law 105-220) provided for adults and dislocated worker training services. To meet the requirements of SB 734, the WIB's formula funding priorities for program year 2012-2013, the WIB will obligate at least 25 percent of dislocated worker and adult formula base funding for participant training activities.

The funding amount allocated to One-Stop Operators to provide training services (ITAs and OJTs) translates to approximately 35 percent of the One-Stop Operator's budget. This will allow the WIB to expend 20 percent of formula funds on training with the remaining five percent provided by match from other grant sources.

We know that Tulare County will not only face the problem of unemployment in the future, but also see an increase in the population of "working poor," whose skills cannot command sustainable wages for our region. Individual Training Accounts (ITA's), On-the-Job Training (OJT), and customized training offer avenues to increase the number of skilled workers to help meet our region's workforce needs.

2.15.3 Estimated Funding

The WIB will contract with Employment Connection One-Stop Center Operators for service delivery on a cost reimbursement basis. This includes On-the-Job Training (OJT) **and Individual Training Accounts (ITA's) costs**. The WIB will maintain and administer funds for business services which include Business Incentive Zone (BIZ) targeted tax area vouchering, Enterprise Zone vouchering, Executive Pulse facilitation, rapid response coordination, and sector initiatives. Therefore, all funds awarded to the Employment Connection One-Stop Centers are for the purpose of providing Core A & B services, intensive services, supportive services, on-the-job training, and occupational skills training services to job seekers, and related services to businesses.

WIA formula funding represents the majority of Employment Connection One-Stop System funding and is the only guaranteed funding stream for the Employment Connection One-Stop Centers across program years. Each year the WIB seeks funding through competitive grants to add funds to the Employment Connection One-Stop System budget; however, there is no guarantee that this will occur. As a result, this RFP will outline formula funding amounts anticipated by the WIB for Program Year 2012 - 2013. These amounts may increase or decrease by July 1, 2012 based on actual formula allocation from the State and additional special project funds that may be added. Refer to Chart 4 to view information on anticipated formula funding¹ for Program Year 2012/2013. If additional funding, from any source, becomes available, the WIB may, at its discretion, incorporate the additional funding into the existing contracts.

Chart 1 - 2 Estimated Future Formula Funding by Center *

Region	Funding Type	Estimated Funding	Estimated Total
Porterville One-Stop Center	Adult Formula		
	Operations	304,490	\$468,000
	Training	163,510	
	Dislocated Formula		
	Operations	163,956	\$252,000
	Training	88,044	
	Total:		\$720,000

Region	Funding Type	Estimated Funding	Estimated Total
Visalia One-Stop Center	Adult Formula		
	Operations	710,476	\$1,092,000
	Training	381,524	
	Dislocated Formula		
	Operations	382,564	\$588,000
	Training	205,436	
	Total		\$1,680,000

2.16 Performance Management

2.16.1 Performance Measures

WIA requires a comprehensive accountability system to determine the effectiveness of services provided through the One-Stop System. One-Stop Operators will work closely with the WIB to implement state and local performance measures and attain the prescribed standards for the delivery of Employment Connection One-Stop Center services.

* Respondents should use the estimated 2012/2013 funding amounts for budgetary purposes. Please note that these allocations are contingent upon Board approval.

The WIB will monitor the performance of the Operators during monthly and quarterly performance reviews and on an annual basis. The Operators participate fully in the performance reviews and provide evidence they have reviewed and analyzed the performance information in preparation for the reviews. WIB staff will request corrective action plans as needed or when performance is below 85 percent of planned goals. The Operators will be responsible for submitting quarterly performance reports to the WIB with a corrective action plans as needed in the areas meeting less than 85 percent of plan to include actions steps and timeline to meet planned goals. The quarterly report is also an opportunity to focus on the areas that are meeting and exceeding planned performance and other outcomes.

Yearly, the State of California negotiates WIA performance standards for which it holds the WIB accountable. DOL has approved California's waiver request to implement Common Measures. Additional information from U.S. DOL WIA legislated performance measures and the common measures can be accessed on the DOL website at <http://www.doleta.gov/performance/guidance>.

Common Measures

Under the common measures there is no distinction between adults and dislocated workers. The common adult measures are:

- Entered Employment
- Employment Retention
- Average Earnings

Operators will work closely with the WIB to meet and exceed all performance standards. Additional information and guidance on these measures and numerical standards will be forthcoming from the WIB, the State of California, and the U.S. DOL.

2.16.2 Customer Tracking

Operators shall comply with the requirement to use the current Virtual One Stop (VOS) system that is being utilized by business, job seekers, and One-Stop Employment Connection staff. One-Stop Operators can expect changes to take place as the State implements the new California Workforce Services Network (CWSN), which is also a VOS system. The WIB will provide One-Stop Operator staff guidance as the transition to the new system takes place.

All Employment Connection One-Stop Center job seeker customers are to be registered in the Employment Connection virtual one-stop system (www.employmentconnect.org). They should also be offered workshop(s) that teach job seekers to utilize the system to its fullest capacity, to include, but not limited to alerts to job openings, writing cover letters, self skill assessments, creating resumes, career information, online job applications, and labor market information. One-Stop staff is required to market the VOS business component to employers, so that they may have access to Employment Connection pool of candidates and post job openings. One-Stop Operator staff is to utilize VOS to its fullest extent to include reaching out to customers with email notifications of events, common calendar of

events, and services available, staff case management alerts to soft exits, adding customer activities (services), and so forth.

WIB's monitoring unit will conduct on-going monitoring to evaluate the Operators' use of VOS. Failure to comply with the required use of the system may result in the termination of the Operator's contract by the WIB.

2.16.2 Youth Division

The WIB Youth Division oversees programs that help at-risk youth, ages 14 – 21, plan and achieve their educational goals and secure employment via a network of community-based youth-service providers. These programs assist eligible Tulare County youth who have dropped out of high school, are at-risk of dropping out, or are transitioning from justice-system camps and foster care facilities. All youth who qualify receive:

- Educational Services
- Work Readiness Training
- Work Preparation and Work-based Opportunities
- Youth Development Services

The One-Stop Operator will coordinate with youth providers to co-enroll out-of-school youth in training services.

3.0 PROPOSAL AND FINANCIAL REQUIREMENTS

Each respondent is requested to submit its proposal(s) in a format suitable for ease of review with a minimum of repetitious material. The proposal(s) should clearly demonstrate the respondent's ability to effectively manage and operate an Employment Connection One-Stop Center and provide the requested services. In order to simplify the review process and obtain the maximum degree of comparability, proposals shall meet the following submittal requirements:

3.1 Page Limits

Respondents shall adhere to the following page limits and formatting requirements:

1. Executive Summary – 3 pages
2. Proposal Content – 30 pages
3. Budget Narrative – 6 pages

No other page limits are in effect. The WIB will remove excess pages from proposals exceeding these limits before the proposals are distributed for review. (NOTE: The organizational charts, budget pages, project organization chart, and project team members' resumes, which should be included in the attachments, are not subject to the page limits.)

3.2 Formatting Requirements

- Font size: 12 point
- Margins: one inch
- Text: Single-spaced
- Pages: Single-sided
- Page numbering: Centered at the bottom of each page

3.3 Title Page

The title page shall show the:

- Company name, address, phone number, and federal tax identification number;
- The Center proposed to be operated;
- The name of the person authorized to negotiate contracts and make decisions for the organization including the telephone number, fax number, and e-mail address; and
- The authorized signature and submittal date.

3.4 Executive Summary

The executive summary shall include a brief overview of the entire proposal including:

- A summary of the respondent's understanding of the Employment Connection One-Stop Center operations to be provided;
- A summary of the respondent's approach to the operation of a Employment Connection One-Stop Center, including partner roles; and
- An overview of the proposed products and services.

3.5 Proposal Table of Contents

The table of contents should clearly identify the material in the proposal by section and by page number.

3.6 Proposal Content

The proposal content, not including the executive summary, table of contents, budget, and budget narrative shall not exceed thirty (30) single-spaced pages and shall include the following elements:

3.6.1 Business Description

The respondent must provide an overview of its organization and qualifications to provide Employment Connection One-Stop Center services.

The respondent must describe its business and how it relates to workforce development; provide a description indicating the strengths of the organization that uniquely qualify it for the operation of Employment Connection One-Stop Centers; and identify whether it is a local (to Tulare County) or a national organization, where its

primary offices are located, and whether it is licensed to conduct business in the State of California.

3.6.2 Organization's History

The respondent must provide a brief history of its organization, including a description of its history and experience in workforce development, specifically in operating Employment Connection One-Stop Centers or comparable operations.

The respondent must provide at least three (3) complete references from organizations/agencies that respondent has had direct involvement for projects of similar size and scope. References shall include the following information:

- Reference's organization name;
- Reference's address and phone number;
- Contact person; and
- Description of services provided.

In addition, each of the respondent's references must complete and mail directly to the WIB, under separate cover, the Past Performance Questionnaire by the proposal due date. Past Performance Questionnaires received after the proposal due date will not be accepted, (see Attachment I - Past Performance Questionnaire). References shall be advised to mail the questionnaire to:

Attn: Sharon Pearson, Program Coordinator
Workforce Investment Board of Tulare County
309 West Main Street, Suite 120
Visalia, CA 93291

3.6.3 Organization's Objectives

Respondents are expected to clearly identify their organization's mission and vision. Respondents are expected to list the organization's objectives and describe how they relate to workforce development.

3.6.4 Management and Organization

The respondent must provide a high-level organizational chart showing the size and structure of the organization and must state the number of employees the respondent has nationwide (if applicable) and the number of employees in Tulare County.

The respondent also must provide an organization chart of its intended operations for the Employment Connection One-Stop Center it is proposing to operate. The plan shall name the intended manager of the Employment Connection One-Stop Center(s) and include the manager's resume as an attachment. If a manager is not currently on staff, identify the person on staff who will supervise and oversee One-Stop services until an individual is hired.

The respondent must describe the staffing plan for all key positions in the Employment Connection One-Stop Center(s). The respondent must describe the organization's hiring policies, and clearly define the qualifications of the staff proposed to fill positions within the Employment Connection One-Stop Center as well as those who have fiscal accountability for the Employment Connection One-Stop Center. Staff should be reflective of the population in the region, including the languages spoken.

The WIB strongly supports the payment of a sustainable wage to employees and the provision of employer assisted medical benefits. Operators of the Employment Connection One-Stop Centers will be expected to follow these principles for staff employed at the Employment Connection One-Stop Centers.

3.6.5 Subcontractors

In order to serve the rural areas within each region, the WIB requires that respondents include strategies to serve rural communities through outreach, leveraging resources, partnerships, co-location and/or subcontracting core, intensive, and/or training services in order to reach target populations and individuals who are most in need.

The respondent shall describe its plan to subcontract any portions of the Employment Connection One-Stop Center. If a proposal identifies a specific entity to provide services, the WIB's award does not provide the justification or basis to sole source the services, unless the activity is regarded as the primary work of an official partner to the application.

3.6.6 One-Stop Center Products and Services

The respondent must describe the products and services to be offered through the Employment Connection One-Stop Center in addition to its strategies to meet all conditions of the Branding Guidelines and Communication Toolkit.

3.6.6.1 Partnerships and Collaborations

Knowing that WIA funds are limited, the respondent shall demonstrate its ability to form and sustain partner collaborations to increase the available resources in the region. Each respondent must demonstrate its experience in creating partnerships with both the WIA mandatory partners and non-mandated partners. This can be done through Memorandums of Understanding (MOU) with current partners or by explaining the experience the respondent has had in creating partnerships. Through these collaborations, the respondent shall describe how the needs of both the job seeker and business customer will be met. The respondent must provide specific examples of the roles and responsibilities of each partner.

The respondent must demonstrate how it will work with partners to provide wrap-around services to the customers. It is not feasible for the Employment Connection One-Stop Center to address every need the customer has (e.g. housing, mental health, addictions), but the Employment Connection One-Stop Center should be able

to act as a convener of community resources and services to refer customers as needed. Respondents shall demonstrate their understanding of this concept and explain how they will ensure this level of collaboration. The respondent shall describe how it will act as a convener of community services through collaboratives or by working with existing advisory boards and/or collaboratives that include, but are not limited to, education, business, government, and workforce development. The respondent shall also demonstrate its experience working with City and County leaders to develop workforce solutions that are aligned with local economic development plans.

The WIA legislation requires at least one full service One-Stop Center in each Workforce Investment Area to have certain mandatory partners. Respondents shall explain how they will work together with the following mandatory partners and the programs they represent:

Chart 3 – Mandatory Programs/Partners

Organization	Program(s) Represented
Employment Development Department (EDD)	<ul style="list-style-type: none"> a. Wagner-Peyser Programs b. Title II Trade Act of 1974/North American Free Trade Act (NAFTA) – Trade Assistance Act (TAA) c. Veterans’ Workforce Investment program (Chapter 41 of US Code) d. State Unemployment Insurance Compensation Programs
Tulare County Department of Health and Human Services and Community Services and Employment Training	<ul style="list-style-type: none"> a. CalWORKS/Welfare-to-Work b. Title V Older Americans Act activities (Aging and Independence services) c. Community Services Block Grant Act employment and training activities (Community Action Partnership Bureau)
Tulare County Office of Education, Visalia Adult School, Porterville Adult School, and Tulare Adult School	<ul style="list-style-type: none"> a. Adult Education and Literacy Activities
State Department of Vocational Rehabilitation	<ul style="list-style-type: none"> a. Title I Rehabilitation Act
College of the Sequoias, Porterville College, and Reedley College	<ul style="list-style-type: none"> a. Carl Perkins IV Education Act Post-Secondary Vocational Education activities
Tulare County Housing Authority and Community Services and Employment Training (CSET)	<ul style="list-style-type: none"> a. Housing and Urban Development (HUD) employment and training activities
Tule River Indian Reservation	<ul style="list-style-type: none"> a. Native American Programs
Job Corps	<ul style="list-style-type: none"> a. Job Corps
Proteus, Inc.	<ul style="list-style-type: none"> a. Migrant and Seasonal Farmworkers

Respondents submitting proposals for centers with existing partnerships as described in Section 2.14 of this RFP shall demonstrate their willingness to continue these partnerships and identify how they will sustain the established partnerships.

3.6.6.2 Job Seeker Services

The proposal shall demonstrate the respondent's thorough understanding of the types of job seeker services needed to meet the employment and training needs of the targeted populations based on the respondent's research of the region. In addition to specialized services to meet the needs of the community and veterans, respondents shall describe how they will provide the following WIA Core A, Core B, Intensive, and Training services. Note, it is not enough for the respondent to state the services that will be provided; the successful respondent must describe **how** the services will be delivered either on site or through collaborations.

Core A Services

The following Core A services shall be available to each person who seeks assistance at the Employment Connection One-Stop Centers in Tulare County:

- Determination of program eligibility for available grant funds (i.e. WIA adult and dislocated worker);
- Outreach, intake, and orientation to the information and other services available through the Employment Connection One-Stop Center delivery system;
- Initial assessment of skill levels, aptitudes, abilities, and supportive services needs;
- Job search and placement assistance, and where appropriate, career counseling;
- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas including:
 - Job vacancy lists;
 - Access to EmploymentConnect.org job postings;
 - Job skills necessary to obtain the listed jobs; and
 - Earnings and skill requirements for local occupations in demand;
- Information and referral for available supportive services;
- Information on filing for unemployment insurance;
- Help establishing eligibility for local financial aid programs for training and education not funded under WIA;
- Resource room usage;
- Internet browsing (job search and training related); and
- Skill development for a changing economy workshops:
 - Work readiness;
 - Employment retention;
 - Career advancement;
 - Cross sector/transferable skills; and
 - Words for Work (i.e. Vocational English-as-a-Second Language).

Registered Core B Services

Customers who are unable to find a job after receiving at least one (1) Core A service may be referred for Core B services. At this point of WIA registration and enrollment, the customer outcome will impact the performance of the system. Core B services shall include, but are not limited to:

- Registered Core Services Staff assisted job development: Staff assists the individual by working with the employer and job seeker. This activity would require a significant amount of staff time.
- Staff assisted job referrals: Staff refers the individual to an employment opportunity and assists with testing and background checks. These referrals require a significant amount of staff time.
- Staff assisted job search, placement: Staff provides career counseling to assist the individual in determining whether or not more intensive services are required to obtain employment. Staff would spend a significant amount of staff time aiding customers in job search and then placement.
- Staff assisted workshops/job clubs: Job search assistance means the provision of instruction and support to a participant to give the participant skills in acquiring full time employment. The services provided may include, but are not limited to, resume writing, interviewing skills, labor market guidance, telephone techniques, information on job openings, and job acquisition strategies, as well as the provision of office space and supplies for the job search. **Workshops and job clubs that teach skills are registered core. Workshops that are informational only are universal core services.**

Intensive Services

Customers who are unable to find a job after receiving at least one (1) Core B service may be referred for intensive services. Intensive services shall include, but are not limited to:

- Staff assisted job search and placement assistance, including career counseling;
- Follow-up services, including counseling regarding the workplace and career advancement services;
- Staff assisted job development (working with employer and job seeker);
- Staff assisted workshops and job clubs;
- Comprehensive and specialized assessment of the skill levels and service needs of adults and dislocated workers, such as diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development and continuous updating of an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement of objectives, and appropriate combination of services to achieve the goals;
- Group counseling/coaching;
- Individual counseling/coaching and career planning;

- Work experience, when approved by special grant funding;
- Case management; and
- Supportive services.

Training Services

Customers who are unable to find a job after receiving at least one (1) intensive service may be referred for training services. Training services include, but are not limited to:

- Occupational skills training in a local demand occupation;
- On-the-job training where a percent of wages is reimbursed to the employer to compensate for the cost of training the new employee or advancing an existing employee;
- Private sector training programs;
- Skill upgrade and retraining;
- Entrepreneurial training;
- Work readiness training;
- Case management;
- Adult education and literacy; and
- Customized training.

Respondents also shall describe their plans to assess customer satisfaction for the job seekers using the Employment Connection One-Stop Center.

3.6.6.3 Business Services

Respondents shall also demonstrate how communication will occur between staff serving the job seeker customer and staff serving the business customer while building a skilled workforce in response to a changing economy.

In addition, respondents should describe their understanding of the needs of businesses, unique services they would implement to meet those needs and the planned outcome or expected accomplishments.

3.6.6.4 Populations Served

The WIB is focused on providing services to all population groups within the county. This involves providing services across demographic variables such as income levels, employment status, cultural barriers (including legal immigrants and refugees), language barriers, disabilities, educational levels, homelessness, and offenders. The proposal shall demonstrate the respondent's thorough understanding of the populations in the region(s) to be served and how the respondent will meet the employment and training needs of these diverse populations. The respondent shall demonstrate how they will ensure the population served in the Employment Connection One-Stop Center is reflective of the community by subgroup.

The proposal must also demonstrate how the respondent will meet the employment and training needs of the targeted populations under this RFP, including:

- WIA eligible adults and dislocated workers, 18 years of age and older, residing in Tulare County;
- Special population groups:
 - Homeless individuals,
 - Individuals with disabilities,
 - Individuals with limited English and cultural barriers, and
 - Ex-offenders;
- Refugees;
- Older workers; and
- Military:
 - Veterans, and
 - Spouses of active military and veterans.

Note: **Veterans Priority** – The Jobs for Veterans Act (Pub. L. 107-288) provides priority of service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job training program directly funded, in whole or in part, by the Department of Labor. In circumstances where an Employment Connection One-Stop Center operator must choose between two equally qualified candidates for training, one of whom is a veteran, the Jobs for Veterans Act requires that the operator give the veteran priority of service by admitting him or her into the program. Please note that to obtain priority of service; a veteran must meet the program’s eligibility requirements. ETA Training and Employment Guidance Letter (TEGL) No. 5-03 (September 16, 2003) provides general guidance on the scope of the Job for Veterans Act and its effect on current employment and training programs. TEGL No. 5-03, along with additional guidance, is available at “Jobs for Veterans Priority of Service” Web site: <http://www.doleta.gov/programs/vets>.

Gold Card Initiative

On November 7, 2011, president Obama announced a comprehensive plan designed to lower veterans’ unemployment and ensure that service members leave the military career-ready. The announcement referenced several initiatives including the creation of a suite of “Gold Card” services for veterans that complement EDD’s Veterans’ Intensive Program (VIP) and the role of its Veterans’ Services Navigators (VSNs). The Gold Card identifies unemployed post-9/11 era veterans and targets them for receipt of intensive and follow-up services needed to succeed in today’s job market.

All Staff at One-Stop Centers, including receptionists, greeters, Veterans’ Services Navigators (VSNs), Wagner-Peyser Act staff, Workforce Act (WIA) funded staff, and other partner staff, must ensure that veterans receive priority of service for all Department of Labor (DOL) funded programs. Post-9/11 era veterans can be identified via the Gold Card and through verification procedures adopted at the local One-Stop Center. Eligible veterans can present the Gold Card as his/her local One-Stop Center to receive enhanced services. The Gold Card services include a combination of intensive, and staff assisted services, including skills assessment,

career coaching, and job search assistance over a six-month periods to jump start the veterans' job search process and reconnect them to the civilian labor force in high-demand occupations. One-Stop operators should incorporate Gold Card services for veterans in their response to this RFP. WIB information notice DOL Gold Card Initiative for Post -9/11 Veterans TC-WSIN11-16 is available on the WIB's website www.tularewib.org.

The respondent **must include an initial outreach plan** that should include, or have a best estimate of, as many of the following elements as possible:

- An understanding of the demographics of the diverse communities that make up the region(s).
- The planned outcomes the respondent hopes to achieve in the areas of:
 - Customer awareness of programs and services, to increase access to and use of employment and training information;
 - Partner relationship development, to leverage joint resources for outreach, cross-promotional purposes, and cause-related marketing opportunities (including efforts to work with other Employment Connection One-Stop Centers in efforts such as job fairs and customized recruitments);
 - Media and public relations, to gain mindshare in relation to similar programs, publicize events and services, and show the “human element” of positive outcomes; and
 - Business outreach, to engage the business community as customers and partners, advance regional workforce solutions, and match the qualities and talents of the population with the needs of employers.

Outreach & Employment Connection Branding

- The specific elements and tools of outreach and communications that will be employed to achieve planned outcomes, including a high-level, estimated timeline. Employment Connection branding guidelines must be met on all tools of communication and outreach. Standard vehicles include:
 - Radio/television (public or otherwise);
 - Newspapers;
 - Monthly newsletters to community/businesses, partners, and local chambers of commerce;
 - Testimonials from customers and businesses;
 - Videos;
 - Fairs/community picnics;
 - Partnerships and memberships with community-, city-, or county-based organizations; and
 - On-line collaborations/contributions, such as through Jobing.com and other job-posting sites or message boards and blogs devoted to positive information sharing related to the job search and employment picture.
- Resources that will be assigned to support the execution of the plan; and

- Operational measurements, to include monthly, quarterly, and annual benchmarks that will be used to provide status on plan results and/or revisions based on market indicators.

3.7 Financial Requirements

3.7.1 Leveraged Resources

A cash match is not required under this RFP. However, the extent to which an operator can show cash and/or in-kind match from non-WIA sources will be a factor in the evaluation process. The cash match may serve as another funding source for each of the Centers. These funds may be used to offset Employment Connection One-Stop Center operating costs.

Respondents providing a cash match shall include the source of the match, whether the match is provided with federal or non-federal funds, and the amount of the match.

3.7.2 Financial Management Structure

Respondents are required to outline their financial management structure. This outline should include a description of the respondent's experience managing and accounting for state and federal funds as well as conducting self-monitoring for financial performance and compliance. In the case of a collaborative partnership, this section must also identify the lead agency responsible for the financial activities of the collaborative and the related partner responsibilities.

3.7.3 Budget Information

Respondents are required to submit an overall line-item detail budget (see Attachment D), (e.g., personnel, non-personnel, contracts, indirect, profit), a related budget narrative by line-item, and a cost allocation plan. Estimated funding amounts are listed in Section 2.15.3, Estimated Funding, Charts 1-2. No respondent should exceed the estimated funding amounts for Adult and Dislocated Workers for its center(s). The overall line-item detail budget should provide a high-level snapshot of the respondent's total center budget.

All personnel costs must identify the staff position, annual salary, and percentage of annual time spent on the funding sources. Non-personnel costs should also be further outlined into specific line items (such as supplies, equipment, repairs, and mileage). Sub-contractor costs should identify the subcontractor, the service to be provided, and the total cost.

The respondent should submit a cost allocation plan describing the methodology that will be used to prorate common operating costs to each funding source. Examples of common operating costs are infrastructure costs (e.g. rent and copier machines), as well as personnel (e.g. receptionist, fiscal staff, senior management) providing benefits to multiple funding sources. Furthermore, the estimated amounts derived from the

proposed methodology should be allocated to each budget line item by funding source. In addition, all respondents should reference Section 3.7.4 regarding property management to determine estimated rent costs for the center(s).

Each respondent is required to submit a budget narrative and a cost allocation plan that corresponds to its line-item detail. This narrative should justify the need for all costs built into the line-item detail, the methodology used to derive each cost, and the methodology used to allocate the line-item cost across the two funding streams (adult and dislocated formula). This narrative should not exceed six (6) pages.

Total indirect and profit line items (when considered in aggregate) **should not exceed 15 percent of a respondent's budget and administration costs should not exceed 10 percent of respondent's budget.** NOTE: Private for-profit organizations must clearly identify the percentage of profit and dollar amount in their budget narrative and forms. The extent to which a respondent can meet performance objectives, while minimizing indirect and profit costs, will be a factor in the evaluation process. Any indirect costs budgeted must be supported by an indirect cost rate agreement with a federal or state cognizant agency. If a respondent does not have an approved indirect rate but wishes to include indirect costs in its proposal, it must submit all relevant financial information that outlines how the indirect rate and costs were determined and future steps for required approval by the relevant cognizant agency. If the respondent is not required to obtain an indirect rate, then the cost allocation plan must include the methodology describing how common operating costs are distributed to the different funding sources. For more information in preparing indirect cost rate agreements, please reference the "Guide for Indirect Cost Rate Determination" issued by U.S. Department of Labor, Office of Cost Determination issued in November 2006. For-Profit organizations should also reference "48 CFR Chapter 1, Part 31."

3.7.4 Property Management

Respondents should note that they must budget for estimated rent in their proposed budgets, in addition to the estimated annual facility costs as demonstrated in **Attachment L** for the Porterville and Visalia One-Stop Centers.

The WIB holds the lease for the Porterville Employment Connection One-Stop Center. Successful respondents will be required to retain the Employment Connection One-Stop Center in the current facility. A sub-lease agreement will be entered into between the successful respondent and the WIB.

The WIB holds the lease for the Visalia Employment Connection One-Stop Center. Successful respondents will be required to maintain the One-Stop Center presence in the current facility. A sub-lease agreement will be entered into between the successful respondent and the WIB.

Please note that additional funding and/or collaborations with other partners may decrease the rent burden on adult and dislocated formula funds.

3.8 Proposal Attachments

Respondents shall include the following as attachments:

- An organizational chart of their entire operations and an organizational chart of the office from which the work is to be done;
- An organizational chart of staffing positions proposed to provide One-Stop Center services (including those working for subcontractors) that indicates the proposed reporting structure;
- The resumes or job descriptions of key One-Stop Center team members (including those working for subcontractors); and
- Any other attachments that would enhance the proposal(s).

4.0 PROPOSAL EVALUATION PROCESS AND CONTRACT AWARD

4.1 Proposal Evaluation Process

4.1.1 Compliance Review

Upon receipt of proposals, staff will review submitted proposals for completeness and technical compliance with applicable legal and regulatory requirements and the terms and conditions of the RFP. Incomplete proposals or those clearly found to be inconsistent with legal, regulatory, or RFP requirements will be eliminated.

4.1.2 Evaluation of Proposals

Proposals will be reviewed and evaluated by panels of community leaders, board members, WIB staff, and outside experts. There will be a separate review panel for each center. Following the proposal review, the panels will conduct bidder interviews that will allow the respondents to highlight their plans for the delivery of services and the financial requirements outlined in section 3.7 of the RFP.

During the bidder interviews, respondents will be given 30 minutes to present their proposal for the delivery of services and the financial requirements. The respondent may not present any new information during the oral interview. The individual designated as the authorized negotiator, the individual who will serve as the One-Stop Center manager, and key personnel must be in attendance at the interview. The respondent is limited to a presentation panel of three.

The oral interview will not be scored separately. The evaluation of the bidder's interview will be included in the overall score for the proposal.

The WIB Program Committee will meet to discuss the panels' ratings and recommend a contractor for each center.

4.1.3 Board Action

The Program Committee's recommendations will be presented to the WIB on April 11, 2012. This date is subject to change at the WIB's discretion. The WIB will designate the respondent to be awarded the contract(s) based upon consideration of the Program Committee recommendation.

4.1.4 Ex-Parte Communication

It is the policy of the WIB to prohibit ex-parte communication with any WIB member, or Youth Council member or other person serving as an evaluator during the procurement process. Respondents directly contacting board members or evaluators risk elimination of their proposals from further consideration.

Any written communication to a board member or evaluator from potential respondents will be distributed to all board members and evaluators. Collaboration with members of the various WIB and committees on or about the proposal is a violation of the ex-parte communication rule. However, recognizing the value that such collaborations may bring to our system, the WIB has developed the Conflict of Interest Certification Form (Attachment M) to ensure that these types of arrangements do not place respondents in jeopardy. Any respondent who wishes to collaborate with a member of the WIB or Youth Council **MUST fill** out the attached form and fax it to Sharon Pearson at 559-713-5263 no later than February 17, 2012.

NOTE: Under no circumstances may an individual who is part of the proposal review committee collaborate with any respondent. All such individuals will be asked to sign the "Conflict of Interest Certification for Request for Proposal" stating they have not collaborated with any respondent.

4.2 Evaluation Criteria

The review panel will score and rank all proposals with respect to criteria specifically developed to examine competence of the respondent and suitability of the proposals. Strong weight will be given to the following criteria in selecting Employment Connection One-Stop Center operators for contract award:

Business Description

40 Points

- Business Description (refer to section 3.6.1 of this RFP)
 - The review panel will look for organizations demonstrating an entrepreneurial spirit, a clear vision that includes partnering, lifelong learning, and a commitment to the community and workforce development.
- Organization's History (refer to section 3.6.2 of this RFP)
 - The review panel will look for:
 - Organizations with a history of serving diverse socio-economic populations and a demonstrated ability to meet the needs of all

customer types. The panel will also look for organizations that have knowledge of the workforce across all spectrums, industries, economies, and occupations.

- Organizations with demonstrated ability in meeting performance goals in the delivery of One-Stop Center or comparable services. (Information submitted by the three (3) required references will be considered in the evaluation of past performance.)
 - Organizations with demonstrated ability to generate revenue and obtain other funding for the operation of the One-Stop Centers or comparable operations.
- Organization's Objectives (refer to section 3.6.3 of this RFP)
 - The review panel will score this section based on how clearly the respondent articulates its organizational objectives and how closely those objectives align with those of the WIB.
 - Management and Organization (refer to section 3.6.4 of this RFP)
 - The review panel will look for:
 - Plans that clearly articulate accountability between management and staff.
 - Staff diversity that is reflective of the community served (e.g. ethnic, cultural, languages, and disability).
 - Plans including a performance management system incorporating continuous improvement.
 - Rate plans that integrate One-Stop Center partner services more favorably than those that are viewed as co-location without integration. The review panel will look for plans that include a clear description of management functions at all levels of the business.
 - Look for organizations that show they have involvement with and support from their local government and community leaders.
 - The review panel will rate resumes of identified key staff for workforce development skills and a history of providing social services.

Center Products and Services

40 Points

- Outreach & Employment Connection Branding (refer to section 3.6.6)
 - The review panel will look for:
 - The successful respondent to operate under the WIB-approved Employment Connection logo and branding platform (See Branding Guidelines, Branding Toolkit and Branding FAQ at www.tularewib.org/Operations Manual & Reference Materials, Resources, Branding Materials).
 - Proposals that articulate how it will incorporate Employment Connection branding in its plans to market to businesses, job seekers, and targeted populations. In addition to the use of Employment Connection branding in its daily operations of the One-Stop Centers.

- Partnerships and Collaboration (refer to section 3.6.6.1 of this RFP)
 - The review panel will look for:
 - Plans that represent true integration, not just co-location of required partners. The panel also will look for plans showing how the respondent intends to create linkages to the required partners.
 - Demonstrated experience in the formation of true collaborations.
 - Respondents to articulate their ability to maintain the partnerships already formed within the Employment Connection One-Stop Centers.

- Job Seeker Services (refer to section 3.6.6.2 of this RFP)
 - The review panel will look for:
 - Respondents demonstrating experience in the delivery of WIA Core A, Core B, intensive, and training services.
 - Respondents that describe how they intend to deliver the One-Stop Center services to customers – including expected outcomes and continuous improvement plans.
 - Respondents that can form a clear link between their research on the needs of the targeted region and the planned services.

- Business Services (refer to section (3.6.6.3 of this RFP)
 - The review panel will look for:
 - Proposals demonstrating the respondent's knowledge of the businesses and industries in the targeted region.
 - Respondents that can articulate their connection to businesses and define the connection between business services and the benefit to the customer.
 - Proposals that include a plan to coordinate with the current business services initiative and collaboration with EDD.
 - Business services plans that demonstrate how the services will increase employment opportunities for Employment Connection One-Stop Center customers.

- Populations Served (refer to section 3.6.6.4 of this RFP)
 - The review panel will look for:
 - Plans demonstrating knowledge of community service organizations, including a method to leverage these organizations' resources.
 - Plans demonstrating that each staff person in the Employment Connection One-Stop Center knows how to market the services of the center.
 - Proposals that clearly describe the respondents' understanding of the region's demographics.
 - Proposals that include a description of how the respondent will ensure services to the targeted populations.

Financial Plan & Budget (refer to section 3.7 of this RFP)

20 Points

- Leveraged Resources
 - The budget and budget narrative will be reviewed to determine whether it leverages funds from non-federal resources to offset Employment Connection One-Stop Center operating costs.
- Property Management
 - The review panel will look for:
 - A budget that, with partner contributions, covers the listed rent costs for each Employment Connection One-Stop Center.
 - A respondent's understanding of the current facility/lease holdings and a realistic approach to addressing any potential need to select a new Employment Connection One-Stop Center location.
- Financial Management Structure
 - The review panel will look for respondents demonstrating their ability to track financial activities through an electronic, up-to-date, financial management system.
- Budget Information
 - The budget will be reviewed with weight given to the following factors:
 - Detail line items are appropriate and necessary costs to the operation of the Employment Connection One-Stop Center(s).
 - The detail line item, budget narrative, and cost allocation plan are consistent.
 - The budget does not exceed the estimated funding allocation for the center(s).
 - The cost allocation methodology clearly prorates common operating costs to each funding source.
 - The respondent has adequately budgeted for all operating costs (e.g. rent).
 - The total indirect and profit line items do not exceed 15 percent in aggregate, and not 10 percent administration costs of total budget.
 - The budget includes a minimum of the required training amount.
- Experience in Financial Management of Programs
 - The review panel will look for:
 - Financial management plans that demonstrate the respondent's experience in managing state and federal funds (fund accounting practices).
 - Plans demonstrating comprehensive internal financial management controls.

4.3 Selection

The WIB Program Committee will recommend as the successful respondent the organization whose proposal is determined to best meet the needs of the WIB, based on the evaluation criteria discussed above.

The determination of the successful respondent will be based upon information supplied by the respondent in response to this RFP and upon other information that will be obtained by the WIB Program Committee as is deemed necessary. The budget structure will be an important factor in the selection of the successful proposal.

The WIB reserves the right to negotiate with any respondent after proposals are opened, if such action is deemed to be in the best interest of the WIB. The WIB reserves the right to reject any proposal submitted.

Failed Competition

The WIB reserves the right to reject any or all proposals when they are not responsive to the specifications of this RFP. Competitive negotiation requires that at least two responsive proposals for the same scope of work and service area must be received in response to the RFP. A competition is considered failed if only one responsive proposal is received. If a competition has been declared failed, the WIB then has the option to re-compete the procurement or enter into procurement by non-competitive negotiation (sole source procurement).

4.4 Contract Award

The WIB will make the final selection of the successful respondent(s) on April 11, 2012, with contract negotiations and contract signing to follow. **These target dates are subject to revision.**

4.4.1 Contract Performance Period

The term of the Employment Connection One-Stop Center contract(s) shall be for a one-year period beginning July 1, 2012 and ending June 30, 2013, with the option to extend the contract for four (4) additional one-year periods based on need, performance, and funding availability. The contract budget shall be renewed annually based on the availability of funds.

4.5 Negotiation/Contract

All respondents shall designate an authorized negotiator. (The name and contact information for this person must be included on the title page of the proposal.) This designated person must be empowered to make binding commitments for the successful respondent and its subcontractors, if any. The WIB reserves the right to negotiate the final terms of the contract agreements with the successful respondent(s). Items that may be negotiated include, but are not limited to, the scope of work, the staff as proposed, the implementation schedule, and the final award amount.

4.5.1 Contract Terms and Litigation Warranty

The WIB will negotiate contract agreements with the successful respondent(s)

The RFP, any addenda, and the respondent's response shall also become part of the contract agreement between the WIB and the respondent. The WIB is not responsible for oversights in this RFP that are not brought to the attention of the WIB prior to starting contract negotiations.

Respondents, by submitting a proposal, warrant that they are not currently involved in litigation or arbitration concerning their performance as it relates to the same or similar services to be supplied pursuant to the referenced contract and that no judgments or awards have been made against the respondents on the basis of their performance in supplying the same or similar services, unless such fact is disclosed to WIB in the proposal(s). Disclosure will not automatically disqualify the respondents; however, WIB reserves the right to evaluate proposal(s) on the basis of facts surrounding such litigation or arbitration.

4.5.2 Funding Warranty

Respondents, by submitting a proposal(s), warrant that in the preceding three (3) years they have not had one or more public transactions (federal, state, or local) terminated for cause or default.

4.5.3 Work for Hire

The respondent agrees that all intellectual properties created by the respondent while operating a One-Stop Center under a contract with the WIB, including without limitation, all patentable, trademarkable, and copyrightable inventions and recordings, in every format, are each a "work for hire" and are the sole and exclusive property of the WIB, whether or not jointly conceived.

In the event the contract does not qualify as a "work for hire" agreement, in partial consideration for the compensation paid to the respondent pursuant to the contract to operate an Employment Connection One-Stop Center, the respondent hereby irrevocably assigns to the WIB, in perpetuity, all forms of intellectual property created by the respondent while operating an Employment Connection One-Stop Center under a contract with WIB.

The respondent agrees to execute any forms of assignment or transfer reasonably requested by the WIB during or following the term of the contract in order to evidence the foregoing agreement of the parties.

4.5.4 Restrictions on Disclosure

Confidential Information: Any information deemed confidential or proprietary should be clearly identified by the respondent as such. Such confidential information will be

protected and treated with confidentiality only to the extent permitted by state law. Information not protectable by state law will be considered a public record. Any data to be returned should be so marked and will be returned if not essential to the proposal or contract record.

Proposals will be received and maintained consistent with the California Public Records Act. In general, proposals will be exempt from disclosure until the evaluation and selection process has been completed.

Respondents should be aware, however, that the WIB is required by law to make its records available for public inspection and copying, with certain exceptions (see California Public Records Act, Government code Section 6250 et.seq.)

It is the WIB's belief that this legal obligation would NOT require the disclosure of confidential or proprietary information that constitutes a trade secret under California law. The WIB pledges to use its best efforts to resist any effort to compel disclosure of material that any respondent has reasonably and timely designated as proprietary information.

However, the respondent, by submission of materials marked proprietary, expressly acknowledges and agrees that neither the WIB nor the County of Tulare will have any obligation or liability to the respondent in the event a court of competent jurisdiction compels the disclosure of these materials.

ATTACHMENTS

Attachments are separate documents to this RFP and may be downloaded from the WIB's website www.tularewib.org

Attachment A – Proposal Cover Page

Attachment B – Signatory Authorization

Attachment C – Proposal Checklist/Table of Contents

Attachment D – Budget

Attachment E – Participant Cost Back Up

Attachment F – Instructions for Certification/Certification regarding Debarment

Attachment G – Certification Regarding Lobbying

Attachment H – Standards of Conduct

Attachment I – Past Performance Questionnaire

Attachment J – Collaborator Agreement

Attachment K – Notice of Intent to Submit a Proposal

Attachment L – One Stop Center Descriptions

Attachment M – Ex Parte Communication Prohibition and Conflict of Interest

Attachment N – Appeals Process

Attachment O – Reference Materials

Attachment P – Glossary of Terms, Acronyms, and Definitions