



**REQUEST FOR PROPOSAL**

**FOR ONE-STOP OPERATOR & SERVICE PROVIDER**

**RFP # 2020-01**

**ISSUE DATE:** January 21, 2020

**PROPOSALS DUE:** February 24, 2020 by 4:00 P.M.

**CONTACT:**

Matthew Salera, Chief Financial Officer  
CareerSource Capital Region  
2639 North Monroe St., Building C, Suite 100  
Tallahassee, Florida 32303  
Telephone Number: (850) 617-4606  
Fax number: (850) 410-2595  
[matt.salera@careersourcecapitalregion.com](mailto:matt.salera@careersourcecapitalregion.com)

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**TABLE OF CONTENTS**

- I. Introduction**
  - II. Purpose**
  - III. Process and Timetable**
  - IV. Delivery of Services**
  - V. Scope of Work:**
    - I. One-Stop Operator**
    - II. Workforce Development Services Provider**
    - III. Career and Training Services for Youth**
  - VI. Response Submittal**
- Attachments:**
- Attachment A: Proposal Cover Sheet
  - Attachment B: Representations and Certifications
  - Attachment C: General Terms and Conditions
  - Attachment D: Budget Summary and Position Detail
  - Attachment E: Contractual Performance Goals
  - Attachment F: WIOA Indicators of Performance Goals

# REQUEST FOR PROPOSAL – RFP # 2020-01 ONE-STOP OPERATOR & SERVICE PROVIDER

## I. INTRODUCTION

CareerSource Capital Region (CSCR) is a private not-for-profit 501(c)(3) corporation designated as the fiscal agent, administrative entity, planner and grant recipient of the Workforce Innovation and Opportunity Act (WIOA) funds, the employment and training funds for the State of Florida's Welfare Transition Program (WT), Reemployment Assistance (RA), Wagner-Peyser funds (WP), Wagner Peyser, Migrant Seasonal Farmworker (MSFW), Trade Adjustment Assistance Act (TAA) and the Supplemental Nutrition Food Stamp Training & Employment Program (SNAP E&T).

CSCR is one of 24 Local Workforce Development Boards in the State of Florida whose American Job Center system has been branded statewide as Career Centers. American Job Centers within this request for proposal will hereby be referred to as Career Centers. CSCR is governed by a Board of Directors comprised of volunteers from Gadsden, Leon and Wakulla Counties who represent private-sector employers, labor, economic development, education, community-based organizations and state agencies. Joint oversight is provided through an inter-local agreement between CSCR and Gadsden, Leon & Wakulla Counties Board of County Commissioners.

CSCR is an employer, business-driven entity, charged with the responsibility of implementing policies that ensure the distribution of federal workforce funds in a manner that creates a network of programs and systems designed to address critical workforce challenges.

CSCR works to ensure the efficient use of funds, maximization of the system's effectiveness, and improved collaboration between local workforce partners, thereby strengthening the workforce system through innovation and alignment of services to promote individual and economic growth.

Through three Career Centers, CSCR provides comprehensive services for career seekers and employers focused on matching talent with employer demand. CSCR provides the framework for a local workforce preparation network that is quality focused, employer driven, and customer centered. This framework is designed to assist individuals with barriers, increased access to employment, education, training and support so they may succeed in the labor market. Targeted populations include economically disadvantaged individuals, people with disabilities, long-term unemployed, returning citizens (ex-offenders), underemployed and veterans.

CSCR provides the employer community with a well-trained and job-ready workforce. To support employers and industry sectors effectively, all CSCR staff identify and understand skill needs and form strategies to assist employers. This philosophy incorporates integrated and aligned business services among a collaboration of entities responsible for providing resources to ensure seamless service delivery to career seekers and employers alike.

**Mission:** CareerSource Capital Region connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity in Gadsden, Leon, and Wakulla Counties.

**Vision:** Florida will be the global leader for talent.

**Our Values:**

- **Business-Driven:** We believe Florida employers – the state's job creators – are essential to our overall success in providing effective, market-relevant workforce solutions that drive economic growth and sustainability.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

- **Continuous Improvement:** Driven by our commitment to excellence, we respond to changing market dynamics. We continually strive to improve our performance to better anticipate and address the talent needs of employers and the employment and skills needs of job seekers and workers. We identify, measure and replicate success.
- **Integrity:** We fulfill our mission with honesty and accountability and strive in every decision and action to earn and protect the public trust.
- **Talent Focus:** We believe in the power of talent to advance every enterprise and open the door to life-enhancing economic opportunities for individuals, businesses and communities. Our commitment is to make talent Florida’s key competitive asset.
- **Purpose-Driven:** Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.

The CareerSource Capital Region Strategic Goals are to:

- Develop a streamlined model to support employer’s talent needs.
- Improve the effectiveness of service delivery to our customers - employers and career seekers.
- Attract, develop and retain top talent to provide for the workforce needs of employers in the region.
- Develop and improve community partnerships that enhance workforce development.
- Ensure that the community understands and recognizes our value and services.
- Grow unrestricted funds through a money market account.
- Champion work-based learning by engaging and educating parents of school-aged children.
- Improve awareness of CSCR in the general business community, beyond the sectors through three tactics: Talent Innovation Summit, Investment “cafeteria menu”, and Collaborating with the EDOs.
- Board Development by bringing in new members with specific talents and knowledge that serve the mission of CSCR and by the education of all board members on workforce development.

# REQUEST FOR PROPOSAL – RFP # 2020-01 ONE-STOP OPERATOR & SERVICE PROVIDER

## II. PURPOSE

CSCR is seeking experienced and qualified organization(s) with a proven record of success in One-Stop operations, workforce development services, effective on-site leadership, training and oversight to staff, managing complex budgets and obtaining successful outcomes for employers and job seekers.

Organization(s) selected through this Request for Proposals (RFP) will coordinate with CSCR staff and regional partners to serve employers and present innovative and creative strategies that enhance all career seekers' (including young adults) ability to move into self-sustaining employment, resulting in an upwardly mobile career path and higher earning potential. CSCR as an innovator has adopted an integrated services approach that provides a single point of contact to the career seeker predicated on the industry sector their skills best match. To support this model, there is effective integration with regional, business-driven partnerships of industry, education and training, along with other stakeholders.

With the release of this RFP, CSCR is seeking proposals to provide One Stop Operations with Career and Training Services for adults, dislocated workers and Career and Youth, as well as other programs (i.e. Wagner-Peyser, Welfare Transition, Supplemental Nutrition Assistance Program, Employment & Training, Re-Employment Assistance Program and Special Grants) within the region.

The expected contract(s) awarded under this RFP solicitation will start on July 1<sup>st</sup>, 2020 and will be reviewed and can be renewed annually, for three additional one year periods, as allowed by Florida Statutes, provided measurable performances and deliverables are successfully achieved. CSCR reserves the option to modify contract(s) on a year-to-year basis for an additional three years. All contractors are required to serve those participants already enrolled in the Wagner-Peyser, SNAP E&T, WTP, reemployment assistance and WIOA Programs as of July 1<sup>st</sup>, 2020. Note: the option to renew is not guaranteed and the initial award of the initial contract does not imply an exercise of the option to renew.

Total funding awarded under this RFP is expected to be \$2,000,000 which does not include participant Work Experience. Note: This amount is provided as a planning figure only and does not commit CareerSource Capital Region to award a contract for this amount. The Respondent is responsible for proposing a reasonable total cost for delivering the services described in this RFP. Funding during the contract period may be adjusted due to changes in funding received.

Funding for this solicitation comes from the following sources:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Temporary Assistance for Needy Families (TANF) – for the WT program
- Supplemental Nutrition Assistance Program (SNAP)
- Reemployment Assistance
- Wagner-Peyser (WP)

The actual amount of the contract award will be based on the proposed budgets, availability of funds, and the standards for the use of public funds. All costs must be reasonable and necessary to carry out the planned functions, allowable, and allocable to the proper grant/cost categories and in accordance with 2 CFR 200.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

Notice of this RFP will be published in a major newspaper in the CSCR operating area and will also be distributed via email to organizations on the CSCR Bidder's List. Upon its release, the RFP, and all accompanying attachments, will be posted on CSCR's website: <https://www.careersourcecapitalregion.com/about/request-for-proposal> or [https://www.nawb.org/member\\_rfp\\_announcements.asp](https://www.nawb.org/member_rfp_announcements.asp).

All parties contracting with CSCR must comply with United States Department of Labor's (USDOL) regulations and any other interpretations published by the USDOL. Administration and operation of this program is subject to compliance with the State of Florida policies, including, but not limited to, policies from CareerSource Florida and the Florida Department of Economic Opportunity and local policies as issued by CSCR. Funded proposals will also be required to meet specific Federal, State and Local guidelines for participant outcomes and program performance. Awarded contractors will be held to specific performance deliverables as prescribed by CSCR. Each respondent must have a clear understanding of the performance measurement tools used in Florida (both State and Federal) as well as any local performance criteria established by the CSCR board of directors. Further, respondents must understand that CSCR has an expectation of excelling in all performance goals to ensure that CSCR is not subject to corrective action by the State of Florida and to provide CSCR the opportunity to earn any available state performance incentives. Respondents must commit to ensuring the appropriate internal processes and staffing are in place to help CSCR meet the contracted/expected levels of State performance.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**III. PROCESS AND TIMETABLE**

**A. Eligible Contractor**

Any non-profit, for-profit, educational or public entity/organization properly organized in accordance with applicable federal, state or local laws is eligible to submit a proposal. To be eligible, Respondents must be authorized to do business in Florida and must have been in business for at least three (3) years prior to the point the proposal is submitted. Minority and women-owned and operated businesses are encouraged to submit a proposal.

No entity may compete for funds if: (1) the entity has been debarred or suspended or otherwise determined to be ineligible to receive federal funds by an action of any governmental agency; (2) the entity's previous contract(s) with CareerSource Capital Region have been terminated for cause; (3) the entity has not complied with an official order to repay disallowed costs incurred during its conduct of programs or services; or (4) the entity's name appears on the convicted vendor list.

Respondents shall have direct experience with and extensive knowledge of the federal workforce investment system and the services and programs associated therewith. Further, Respondents shall document an in-depth knowledge of the fiscal, administrative and programmatic requirements of the multiple funding streams utilized by CSCR.

**B. Timetable**

Critical Date	Time	Procurement Action
<b>January 21, 2020</b>	n/a	RFP issued by CareerSource Capital Region
<b>February 1, 2020</b>	4:00 p.m.	Deadline for questions/requests for clarification
<b>February 4, 2020</b>	n/a	Answers to questions posted at <a href="http://www.careersourcecapitalregion.com">www.careersourcecapitalregion.com</a>
<b>February 5, 2020</b>	4:00 p.m.	Deadline for Letter of Intent to Propose
<b>February 24, 2020</b>	4:00 p.m.	Deadline for Proposal submittal
<b>March 26, 2020</b>	Noon	Board of Directors' approval
<b>May 1, 2020</b>	n/a	The target date for contract execution
<b>July 1, 2020</b>	n/a	Provision of services begins

\*\*Note: All times shown are Eastern Standard Time (EST).

The above timeline is the schedule of events identifying key actions and the dates/times which the action must be taken. CareerSource Capital Region reserves the right to adjust the schedule or to extend any published deadline in this RFP when it is in the best interest of CareerSource Capital Region. Changes will be communicated via the CSCR website - <https://www.careersourcecapitalregion.com/about/request-for-proposal>.

The Letter of Intent to Propose must clearly identify the Respondent, any subcontractor(s), and the activities/services that each subcontractor will deliver. A letter of intent does not commit a Respondent to submit a proposal; however, a Letter of Intent to Propose must be submitted by the date and time specified above in order for the Respondent's proposal to be accepted.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

The Letter of Intent to Propose and the proposal must be **received** at the CareerSource Capital Region Administrative office by the dates and times shown above. The prospective Respondent is solely responsible for ensuring that anything sent to CareerSource Capital Region arrives on time. The CareerSource Capital Region Administrative office is located at:

CareerSource Capital Region  
Edgewater Corporate Center  
2639 North Monroe Street  
Building C, Suite 100  
Tallahassee, FL 32303  
Phone: (850) 617-4606

**C. QUESTIONS AND REQUESTS FOR CLARIFICATION**

All questions/requests for clarification must be submitted and **received** in writing via email by February 1, 2020 not later than 4:00 PM EST. to:

Matthew Salera, Chief Financial Officer - [matt.salera@careersourcecapitalregion.com](mailto:matt.salera@careersourcecapitalregion.com)

Verbal questions/requests for clarification shall not be accepted. Further, CSCR reserves the right to reject any or all requests for clarification, in whole or in part.

All responses to written questions/requests for clarification that are accepted by CSCR will be posted to the CareerSource Capital Region website by February 4, 2020 at <https://www.careersourcecapitalregion.com/about/request-for-proposal>. It is the responsibility of the Respondent to monitor the CSCR website for updates.



**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**IV. DELIVERY OF SERVICES**

The following components of service delivery should be present in all responses to this RFP.

**A. Customer Service Philosophy**

CSCR is seeking proposals that focus on excellent customer-centered design service, innovative and effective service processes, integrated management and high-quality staffing. Career seekers must know, upon arrival, what services are provided on site, what they may or may not be eligible for, and how program services can best suit their individual needs. A career seeker should have a clear understanding of the flow of services and how they can progress from one to another quickly and seamlessly. The front-line staff should be knowledgeable about all available workforce development opportunities in the area to fulfill collaboration with partner programs, including services within and outside of the workforce development programs.

Customer service is the provision of a “customer focused” approach in the delivery of services, designed to:

- Prepare and coordinate comprehensive employment and/or educational plans, such as service strategies, for career seekers to ensure access to necessary program activities and support services, using where feasible, computer-based technologies.
- Provide job and career counseling during program participation and after job placement.

This “human-centered design” is an in-depth process analysis of understanding what the career seekers expectations and preferences are and organizing them into specific measurable results to increase value-added services. Respondent will need to propose a plan to move CSCR to a human-centered design process.

The selected respondent will be required to provide experienced and knowledgeable staff in sufficient numbers to meet the needs of active career seekers as well as closed/exited cases in follow-up or receiving follow-up services. It is expected that all customer interfacing staff exhibit an empathy and possess active listening skills and use their expertise to the benefit of the customer. The successful respondent will provide all the necessary services required to ensure career seeker success within our integrated service delivery (ISD) model. With the ISD model, the experience should feel seamless with staff providing the necessary resources from multiple funding sources to meet the needs of the career seeker. Respondents must show how they will incorporate this approach into their customer service philosophy.

Customer service strategies should include, but are not limited to:

- Regularly scheduled contact with all career seekers to determine their needs as they move along their career plan. The interaction should be *personalized* and be more than a required step that is “checked off” as completed. Contacts with the career seeker should be consultative, conversational, and employ active listening.
- The use of career plan benchmarks to measure progress such as increasing Test of Adult Basic Education (TABE) or college entrance exam scores, finding unsubsidized employment, attaining occupational and work readiness skills, attaining a high school diploma or GED, obtaining an occupational license, certificate, or degree, etc., all within the framework of established career pathways.

## **REQUEST FOR PROPOSAL – RFP # 2020-01 ONE-STOP OPERATOR & SERVICE PROVIDER**

- Support and intervention in a time of crisis, and assistance in the development and implementation of a crisis plan. An awareness of partner relationships that can support and enhance the outcome of the intervention.
- All career seeker data is to be entered into the state’s information management system in a timely manner (within 48 hours). Case note summaries are not limited to, but should detail, contacts per career seeker, missed appointments and attempts to contact the career seeker, career services provided to the customer, progress, assessments, barriers, interventions, and successes of the career seeker, etc. The case notes should be comprehensive and tell a clear and understandable story along with rationale as to the solutions proposed and/or provided.
- Provision of linkages, referrals, coordination of services and resources that support the achievement of career seekers individualized goals.
- Staff will collaborate with other service providers, training providers, employers, and community partner agencies as needed for career seeker success. Staff will have a detailed and working knowledge of other community services and resources and cultivate a wide network of contacts to ensure ongoing collaboration and comprehensive solutions for the needs of the career seeker.
- Communication of employment opportunities coordinated by CSCR or other community partners that suit the employment needs of the career seeker.
- Intensive follow-up services will be provided to all required career seekers for a minimum of twelve months.

### **B. Career Pathway Philosophy**

CSCR, in coordination with selected respondents and community partners, will continue to lead efforts in the area to develop and implement career pathways by aligning the employment, training, education and supportive services that are needed by career seekers to gain employment and attain prosperity. Initiatives have been developed to identify the employment needs of employers within identified sectors and occupations. (See [www.mycareerpathways.org](http://www.mycareerpathways.org) .) Efforts will include enhancing communication, coordination, and collaboration among employers, educational partners, economic development entities, and service providers to develop and implement strategies for meeting the employment and skill needs of career seekers and employers.

CSCR has embarked on an initiative to quantify and identify industry sectors that are most poised for growth/expansion, require additional assistance to facilitate the creation of jobs, and are in line with its regional economic development partners’ targeted sectors for the purposes of expediting job growth. CSCR’s sector strategies are designed to be highly responsive to current and future industry demands when compared to traditional job matching and training services because each sector has been identified through an intensive data-driven process.

In response to rapid advances in technology and market globalization, the local regional economies are becoming increasingly knowledge centered, technology based, and innovation driven. These changes present new challenges to employers, workers and communities. While employers confront growing shortages of adequately prepared workers, low-skilled workers lack the tools to secure better jobs and the resources to obtain higher-level skills. Gadsden, Leon and Wakulla Counties’ growth industries increasingly need workers with higher skill levels and credentials, yet the percentage of the local labor force with four-year college degrees is leveling off and the number of workers with two-year degrees and vocational certificates will fall short of the local economy’s predicted needs. Understanding this need,

**REQUEST FOR PROPOSAL – RFP # 2020-01**  
**ONE-STOP OPERATOR & SERVICE PROVIDER**

CSCR has embarked on promoting apprenticeships and stackable credentials as a way to address the needs of Career and Technical Education.

Respondents will:

- Engage industry sectors by addressing the needs of employers through focusing intensively on the workforce needs of a specific industry/sector over a sustained period, often concentrating on a specific occupation or set of occupations within that industry.
- CSCR has identified, at this time, the following industry sectors: Manufacturing, Construction, Transportation & Logistics, Retail, Hospitality, Education & General, IT, Professional & Human Services and Health Care.
- Address the needs of career seekers by creating formal career paths to quality jobs, thereby reducing barriers to employment, and sustaining or increasing middle-class jobs.

To achieve success in supporting career pathways, respondents must work with CSCR staff and be poised to assist both career seekers and employers with developing sustainable career pathways. Respondents must show how they will use the latest Labor Market Information (LMI) tools to develop and adjust program models according to demand.

CSCR is looking for proposals that show the utilization of LMI and career pathways in all aspects of the services provided, from the moment the career seeker begins services to the conclusion of their follow-up services.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**V. SCOPE OF WORK: ONE-STOP OPERATOR**

The basic role of the One Stop Operator is coordinate the service delivery of participating one-stop partners and service delivery providers in addition to ensuring the Career Centers meet credentialing requirements. To that end, the following services must be addressed:

- a. Establish and maintain relationships between all WIOA mandated one-stop partners as well as other partners that support the mission, vision and values of CareerSource Capital Region.
  - Create and maintain an up-to-date list of partners and the agreed upon service offering and referral processes.
  - Create and manage an innovative solution to educate partners (and internal staff) on the services provided by CSCR as well as the other one-stop partners' organizations.
  - Coordinate and schedule quarterly meetings with one-stop partners to:
    - Discuss ways to reach common goals (i.e. performance, financial, customer satisfaction).
    - Leverage resources across partner organizations for the greater good of those served, in particular, those with barriers to employment (i.e. individuals with disabilities, returning citizens, older workers) and may require long-term services towards gaining employment
    - Discuss programmatic and financial issues faced by the partners as well as any misunderstandings/myths that may exist between participating partners (troubleshooting of issues).
    - Discuss how to improve and maintain an effective and successful one-stop system.
    - Discuss opportunities for collaboration on potential grant opportunities that serve the core mission of the one-stop system and partner organizations.
    - Share details on flagship programs, events, and initiatives.
- b. Assist CSCR with ensuring that Memoranda of Understanding with all one-stop partners are executed, contains the appropriate clauses, supports the goals of WIOA and CSCR, provide the desired performance outcomes, are adhered to by all parties, as well as tracking completion, updates and expiration of agreements. To perform this task, the One Stop Operator will be required to:
  - Work with CSCR leadership to determine which partners are core partners as well as other community based organizations that share a mutual customer base in order to leverage resources.
  - Gather contact information for partners and a determination of services that will be provided that support the one-stop system.
  - Maintain up-to-date contact information, description of services provided, and provide an innovative solution to track said information.
  - Determine a referral method across partner organizations.
  - Using the information gathered, clearly describe each partner's role and responsibilities to the one-stop system including financial contributions to support the career center.
  - Support CSCR's Affiliate Site Partnership initiative.
- c. Manage, track and oversee a customer satisfaction program to allow for informed business decision making by the CSCR Board of Directors and senior leadership to include:

**REQUEST FOR PROPOSAL – RFP # 2020-01**  
**ONE-STOP OPERATOR & SERVICE PROVIDER**

- Recommend customer satisfaction tools, delivery systems and procedures for consideration by CSCR senior management.
  - Provide monthly reports on the results/responses from the approved customer satisfaction tools sorted by career center, staff, and program (if possible).
  - Review customer comments identifying trend data to allow for continuous improvement; making recommendations to CSCR senior management for service delivery process changes that address unfavorable customer experiences/comments.
- d. Recommend methods of continuous improvement to CSCR's senior leadership to include:
- Research and educate CSCR's senior leadership on innovative methods and best practices for service delivery. Areas of service delivery can include but is not limited to technological tools for delivery of services, file maintenance, customer engagement, customer/staff training, and assistive technology.

The Respondent's proposal should include, at a minimum, a plan to fulfill the afore-mentioned duties of the One-Stop Operator. The plan should be descriptive and adequately address each duty. If the Respondent has prior experience in the role of One-Stop Operator, the proposal should also include data/information to demonstrate their proven success in performing such duties.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**V. SCOPE OF WORK: WORKFORCE DEVELOPMENT AND SERVICE PROVIDER**

Workforce Development Service Provider is expected to provide management of the three current Career Center locations and the services/programs provided within the Career Centers.

Note: The successful Respondent will adhere to the following hours of operation for the CareerSource Capital Region offices in Gadsden, Leon and Wakulla counties unless otherwise approved by CSCR’s CEO.)

**Gadsden County:**

Monday through Thursday: 8:30am – 6:00pm  
Friday: 8:30am – 1:00 pm

**Leon County: (*Comprehensive Center*)**

Monday thru Thursday: 8:30am – 6:00pm  
Friday: 8:30am – 1:00 pm:

**Wakulla County:**

Monday through Thursday: 8:30am - 6:00 pm  
Friday: 8:30am – 1:00pm

Contractor will follow the CSCR holiday schedule (subject to CSCR revision annually).

Respondents for the Workforce Development Services Provider should provide a detailed explanation for each of the following sections:

**A. Outreach, Physical and Programmatic Accessibility and Confidentiality**

Outreach

- a. Describe outreach and enrollment methods to reach target populations to promote CSCR’s services. Respondents should be specific as to the actual outcomes and show how partner programs will be brought together to ensure adequate outreach of target populations.

Physical/Programmatic Accessibility

- a. Describe how assurances will be made that services are accessible to all career seekers and employers, including areas with high poverty and transportation barriers in rural communities.
- b. CSCR has established community partner locations (affiliate sites) to serve as a way to link with potential career seekers who would otherwise not be able or willing to travel to a Career Center for services. These Include: the seven Leon County libraries, a mobile one-stop van, and outreach to community partners to become affiliates. How will the respondent plan and coordinate these outreach services? A description of how the Respondent plans to further CSCR’s plan to increase the number of affiliate site locations, scope of proposed specialized sites, access locations and/or other venues to provide services within the communities within the CSCR service area should be addressed.
- c. Provide a plan that details the service model that will be used to serve special populations of individuals with barriers to employment (i.e. individuals who were previously

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

- incarcerated, individuals with disabilities, individuals without formal education, etc.) incorporating career center processes as well as partner agency engagement.
- d. Include a description for meaningful access and adaptation for career seekers with disabilities and individuals for whom English is not their first language.
  - e. Describe how a partnership with CSCR will be utilized to identify technology and occupancy needs to ensure career seeker and employer customers have a professional, efficient and effective environment.
  - f. Describe plan for supervision, including local/on-site, functional and direct staff.

Confidentiality

- a. Identify the approach to the management of information systems and the integrity of information entered by staff. Note: The State of Florida is currently utilizing the Employ Florida (EF) system as its data collection system. Include any specific experience with EF or similar systems.

**B. One-Stop Operator and Workforce Development Service Provider Coordination, Partnerships and Certification**

The One-Stop Operator will participate as a local Leadership Team member with CSCR in development of interagency agreements, such as a Memorandum of Understanding (MOU) and Resource Sharing agreements; reviewing and updating as necessary. The One-Stop Operator is expected to ensure that the One-Stop partners adhere to MOU's, agreements and reporting procedures. The One Stop Operator and Workforce Development Services Provider will work with Mandatory Partners to coordinate case management services to mutual customers and ensure that the appropriate information is relayed to partner staff.

- a. Describe the plan to assure that all partner staff are knowledgeable of and adheres to CSCR's career center policies such as dress code, professional conduct and confidentiality.
- b. Describe successful experience working with LWDBs, partners, and/or service providers to develop strategic approaches to support regional economic development and employers with staffing needs in high demand occupations.
- c. CSCR staff (in partnership with Career Center staff for content) develops and creates online workshops for career seekers to access any time and from anywhere. Learning labs are provided in the Career Centers and are led by knowledgeable staff who are also tech savvy and capable of assisting "technology challenged" career seekers. Respondents should describe how they will ensure that the services offered in the learning labs are career seeker focused and that relevant content changes are regularly communicated to CSCR staff and partners.
- d. The One-Stop Operator/Workforce Development Services Provider is responsible for assuming a leadership role in the development of One Stop certification applications which will be submitted to CSCR. This includes, but is not limited to, ensuring all required posters are displayed prominently, that the facilities meet all ADA requirements, an accessible resource room is available to all career seekers and any and all other State requirements, including but not limited to state and locally mandated staff training requirements are met. Respondents should describe past successful experience in One Stop certifications.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**C. Career Center Staffing Patterns**

The Workforce Development Services Provider is the *functional supervisor* of all Career Center staff and has the authority to organize and supervise staff, without regard to the program that funds an individual staff member and will focus on day-to-day supervision of service delivery efforts. The Workforce Development Services Provider creates daily work schedules, team assignments and workflow based upon the operational needs of each specific Career Center. The Workforce Development Service Provider provides direct supervision, oversight and management of assigned Florida Department of Economic Opportunity staff (which include Wagner-Peyser and TAA staff) and the integration of these staff duties and responsibilities as they integrate with the overall service delivery of the Career Centers.

- a. Describe the coordination of supervising all Career Center staff that ensures adequate staff are available to meet the needs of career seekers and employers. This includes staff vacancies and unscheduled absences regardless of program.
- b. Describe the coordination of staff for any events (i.e. hiring and recruitment fairs, trainings, meetings, etc.) that take place within the Region (internal or external) to meet the needs of employers and career seekers.
- c. Describe the coordination and scheduling of facilities usage such as, but not limited to, classrooms, training rooms, assessment labs and conference rooms.
- d. The Workforce Development Services Provider is responsible for the timely and efficient handling of incoming telephone calls by staff who are knowledgeable of all available services and the current availability of staff. Must have customer service training and certification as well as operational training to be able to effectively serve career seekers, employers, partners and internal staff. Respondent should describe their plan to ensure qualified and knowledgeable staff are available to respond timely to incoming calls and their ability to triage the needs of customers (career seekers and employers) for accurate transferring of calls.
- e. Describe how career seeker flows will be tracked and staffing patterns will be adjusted to ensure all functions are staffed appropriately and workload is organized to meet the needs of career seekers, especially during peak hours of operation.
- f. Proposals should show how staff will be guided to understand their roles/responsibilities within a function and in relationship to other functions to achieve CSCR's goals.

**D. First Impression Team**

CSCR employs a customer centered model to ensure all first-time career seekers receive a welcome and “what can we help you with” approach. This approach is the First Impression Team (FIT). Our front door staff in all our locations are trained to be friendly and welcoming to everyone who enters our system. Each career seeker receives an overview of available services, and any other pertinent resources to ensure successful return to employment. This includes a complete overview of the processes and procedures for gaining maximum benefits from engagement with the Career Center. The successful respondent must ensure that the career seeker receive information on our services, a resume review and a registration in the Management Information System. Note: Veterans must receive a priority of service. Providing Priority of Service should be addressed in the proposal.

- a. Describe the staffing plan to coordinate staffing, curricula, and the optimum career seeker flow process in the Career Centers as it relates to the FIT. This should include any



**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

planned adaptations for targeted populations (i.e. new high school graduates, Veterans, college students, executive/professional career seekers, returning citizens, etc.).

- b. Respondents should show how they will incorporate the Customer Service Philosophy and the provision of Labor Market Information, explanation of the Career Pathway model, ([www.mycareerpathways.org](http://www.mycareerpathways.org)) in their approach to the initial interaction.

**E. Staff Development Training**

The Workforce Development Services Provider is the entity that coordinates all professional development training for all Career Center staff regardless of program or funding source. These trainings may be conducted by the Workforce Development Services Provider staff, other program staff or by outside sources and will be scheduled to ensure that trainings will not disrupt services provided within the Career Centers. Staff should be trained and keenly aware of how what they do effects, supports and contributes to the vision of the CSCR Board of Directors.

- a. Professional development and staff training are a priority to improve the career seekers' experiences. Respondents must demonstrate how they will incorporate the different learning styles of staff and ensure the retention of new information.
- b. Describe previous experience for new staff onboarding to ensure that all staff hired to work within the Career Centers understand and conduct business on a day-to-day basis in accordance with the Standard Operating Procedures approved by CSCR.
- c. Respondents will be responsible for attending and scheduling all appropriate staff to relevant state, regional or local trainings, and sharing information with other center and board staff as appropriate.
- d. Proposals should address how the Workforce Development Services Provider will identify needed staff development activities and provide and/or secure technical assistance and/or training. These trainings must include responses to any Corrective Action Plans submitted by CSCR to the Florida Department of Economic Opportunity (DEO) or USDOL after programmatic monitoring.
- e. Respondents must meet the mandatory number of required training hours for all frontline staff, including electronic tracking of completed hours and report preparation of training hours for compliance and monitoring purposes.
- f. Currently frontline staff meetings take place on a weekly basis at each of the Career Centers and are used to foster teamwork, discuss Career Center operations, provide status of new or current projects, address technical problems, etc. System-wide staff meetings take place on a monthly basis and are used to provide training, foster teamwork, etc. Workforce Development Services Provider proposals should demonstrate how they will address these topics by incorporating new and innovative ways of relaying information to frontline staff, in addition to or replacement of current methods already in place. Proposals should address how they will encourage and foster teamwork within the Career Centers and across the CSCR system.

**F. Quality, Performance, Data and Reporting**

CSCR must meet annual performance standards as mandated by the United States Department of Labor (USDOL) and Florida's Department of Economic Opportunity (DEO). While it is the responsibility of all staff to assist in meeting and exceeding these performance standards, the Workforce Development

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

Services Provider oversees the tracking of performance as well as ensuring that all program data entry is of the highest quality. The Workforce Development Services Provider is responsible for conducting scheduled monthly monitoring of all programs provided within the Career Centers to ensure a positive outcome for annual monitoring by USDOL, DEO, and CSCR.

CSCR is responsible for writing and updating policies for all programs, as well as for the Board of Directors, administration and fiscal operations. It will be the responsibility of the Workforce Development Services Provider to write and implement procedures to match these policies, in partnership with and approved by CSCR staff to ensure that all decisions relative to these policies and procedures are made in the best interest of CSCR and in alignment with local, State and Federal policies. The procedures will incorporate all sections above.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**V. SCOPE OF WORK: CAREER AND TRAINING SERVICES**

Career and Training Services unifies numerous training, education and employment programs into a single, customer-friendly system in each Career Center. The underlying notion of this integrated service delivery model is the coordination of programs, services and governance structures so that all career seekers have access to a seamless system of workforce services regardless of funding stream. This model of operation emphasizes the cross training of staff who provide career services designed to assist participants in acquiring the skills needed by employers and obtaining appropriate and long-term employment through all available programs. These programs include Adult and Dislocated Worker Programs, Youth, Special Projects as well as, Welfare Transition Program (WT), Supplemental Nutrition Assistance Program, Employment & Training (SNAP E&T), Wagner Peyser (WP), Priority Reemployment Program (PREP), and Rapid Response.

Respondents for the Career and Training Services must explain in detail how their integrated service delivery model will lead to employment and self-sufficiency for career seekers (regardless of program enrollment), new hires for employers and upskilling of the current workforce. The respondent must provide examples of current and/or proposed strategies that address each of the following sections:

**A. Program and Case Management Staffing**

Case management involves a two-pronged approach:

- The customer focused/involved assessment that revolves around conversations with a customer to determine needs, barriers and goals; and
- The “behind the scenes” data entry, tracking and resource facilitation with partner agencies.
- Continued communication/interaction as the career seeker moves through overcoming barriers and accomplishing goals

To provide high quality case management to career seekers, staff must be experts in all available resources; including but not limited to, tools, assessments, available training, open job positions, industry sector trends, career seeker analysis and skills gap, etc.

- a. Cross training of Career Specialists increases the familiarity of all program eligibility, leading to higher access to sustainability wages and employment for all career seekers served. Describe the organization of staff to ensure that all career seekers who may be served within the various funded programs (SNAP E&T, WIOA, WP, PREP, WT and special grants) receive seamless case management (integrated).
- b. Respondents must show how all staff are kept up to date on case management tools, whether through a training model, a team approach or other method of internal staff training. Certifications are encouraged to show competence.
- c. The region’s needs of case management often change due to natural disasters, economic changes or opportunities through grant funded programs. Proposals must show how staffing patterns will be adjusted to meet the needs of the region while maintaining high quality case management.
- d. CSCR is looking for proposals with innovative approaches to case management that demonstrates emphasis on high quality staffing and meaningful customer engagement.

**B. Eligibility, Assessment and Individualized Career Plans and Services**

## **REQUEST FOR PROPOSAL – RFP # 2020-01 ONE-STOP OPERATOR & SERVICE PROVIDER**

Assessments are a huge part of successful career seeker advocacy and provide staff valuable information to help develop the success of each individual career seeker. Assessments involve gathering information and appraising, analyzing, and using the information gleaned to identify academic and skill levels, service needs, strengths, deficiencies, prior work experiences, interests and aptitudes, employability, and attitudes relating to vocational training, basic education, and careers with the intent to best assist the career seeker. Assessments of the needs of adults, dislocated workers and youth, may include, but are not limited to diagnostic testing. An in-depth interviewing technique and evaluation is needed to best complete a full personalized analysis. Proper assessment forms the basis for career services through its deep analysis and is the foundation for all services that follow.

Staff will make use of the information gathered during the assessment process to create individualized employment plans as well as to determine the most appropriate resources needed by the career seeker. The development of a career plan must identify the employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve their employment and/or educational goals. Individual employment plans must meet the requirements of the respective program(s).

### Assessment

- a. Respondents should select appropriate assessment tools to use. All assessment tools must be approved by CSCR prior to implementation and must be applied in a consistent and equitable manner.
- b. Respondents must describe how they will provide assessment services to career seekers with different levels of work history and educational backgrounds and how assessment tools will be used to add value to the services provided to each career seeker.
- c. Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and support service needs must be incorporated throughout all case management. Describe how this will be completed, and the tools to be utilized, from the initial stages to the end of successful case management (i.e. career seeker no longer receiving any services and/or having completed federal follow-ups).
- d. Assessments are also offered to employers for their hiring needs as well as for training for current employees. Respondents must describe how they plan to coordinate with the Business & Employer Solutions team to educate employers on the available assessment tools, recommend assessment tools based on the needs of the employer to validate necessary skills/abilities. Additionally, the Respondent will need to describe the coordination to provide assessments to an employer's incumbent staff.

### Individualized Career Plans and Services

- a. Those with significant barriers often need stabilization services before they can enter or fully participate in the workforce, as well as specialized employment services that support work placement and ongoing employment. Respondents must show how they will work with career seekers that have significant barriers to employment and make referrals to wrap-around services that will be incorporated in the career plans to transition those served to self-sufficiency.
- b. Describe the method of analyzing the skill needs and/or gaps of each career seeker and the process to include action steps into individualized career plans to overcome noted needs/gaps.
- c. Show how staff will be trained to be experts in job search and placement assistance and, in appropriate cases, career counseling, including providing information on in-demand industry

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

sectors and occupations. CSCR is seeking innovative approaches to assist career seekers with job searching and placement.

- d. Describe the coordination between case managers and the business solutions team to match the skills of career seekers with the current workforce needs of employers including job vacancies; job skills necessary for job openings; and information on local occupations in demand and the earnings, skill requirements and opportunities for advancement within those career pathways.
- e. Describe successful experience working with degreed professionals and executive level career seekers. CSCR Board staff currently manages the Executive Center for career seekers looking for employment in specialized industry sectors. Effective July 1, 2020, the selected company/organization will be responsible for managing the Executive Center. What is your procedure for constant improvement? How will the FIT provide concierge level services to all career seekers so that they experience a professional and helpful attitude?
- f. How will referrals to and coordination of activities with the BES team and partner programs and services be completed successfully? For this purpose, successful completion is defined as quality referrals (meeting the minimum requirements of the employer’s job postings) that result in a direct placement. Additionally, Respondent should address how they plan to work with BES to develop opportunities for career seekers for which there are no known job opportunities that meets their skills, knowledge and abilities to include those with specialized education/professional experience, disabilities and criminal background issues.

**C. Educational Training and Work-Based Learning Activities**

CSCR will establish, each program year, the budget for the training services (by each program source) subject to available funding, as well as, modifications to meet the needs of employers and career seekers.

Job retention and advancement strategies may vary greatly depending upon the career seeker served. In many cases, career seekers with poor or no work history may need assistance in transitioning to new positions to help build better employment records. Work-based learning activities help career seekers along their career path and provide employers the opportunity to build potential employees skills as well as improve job loyalty. Career seekers may need educational training to earn certifications, licenses or credentials to move into better paying jobs.

- a. Respondents must show how they will design their programs to best meet the needs of career seekers preparing for, maintaining or advancing employment through work-based learning or educational training. This should link to the assessments and career plans completed for each career seeker.
- b. Respondents must discuss how they will provide intensive and individualized customer service and how assigned work sites or educational trainings are in the best interest of returning the career seeker to gainful employment. In other words, the Respondent must explain how they will determine/document the need for training (occupational skills or work-based).
- c. Proposals must show what systems or innovative approaches will be used to ensure proper tracking of funds expended per career seeker, per program year to guarantee that CSCR’s lifetime training limits are not exceeded.
- d. All job descriptions, as well as renewal of worksite agreements, are to be completed and updated annually. Proposals should discuss how they will retain current worksite partners, as well as, develop new employer partnerships for the purpose of work-based learning activities. This should also include the monitoring of worksites to ensure that they remain appropriate. Note: The

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

Respondent will need to address how they will work with CSCR’s Business & Employer Solutions department to develop and maintain employer relationships.

- e. Proposals should demonstrate experience working with educational and workforce partners and the outreach and incorporation of current and/or new training partners.
- f. Respondents must demonstrate their experience with developing training budgets with career seekers.
- g. Proposals must show how they will monitor monthly and year-to-date actual participant training expenditures to the budget, to ensure funds are not over-obligated or underspent.
- h. Respondents must elaborate on the types of services that will be provided should training dollars be exhausted before the end of the program year and how the career seekers will be kept engaged with helpful efforts to find employment while on a waiting list for training.

**D. Business Effectiveness and Business Services Team**

CSCR has built and maintained strong relationships with employers through partnerships with economic development organizations, chambers of commerce, trade and professional associations, targeted employer outreach activities, the talent innovation summit and CSCR organized employer events. It will be the responsibility of the respondent to work closely with the CSCR’s Business & Employer Solutions department to complement and enhance these relationships.

- a. CSCR’s “Business and Industry First” model includes increasing penetration in the regional market and delivering high quality services to employers as needs arise. This approach is responsive to the current needs of businesses and evaluates their potential for a deeper and more strategic engagement. Proposals should detail how this model will be implemented and define how successful business penetration will be measured and what success looks like.
- b. Another part of CSCR’s business model revolves around a targeted, in-demand, industry and economic development approach. This sector strategy consists of partnerships with regional economic development organizations. These efforts focus on CSCR’s targeted industry sectors and the industries and employers in the sector cluster that provide essential services, products and support. Respondents must describe their current expertise within these sectors and how they will structure their staff in support of serving these employers. Respondents must also demonstrate how they will stay informed of changes within each sector.
- c. Relationship management is an ongoing process of communication with the employer which includes fulfilling their talent needs and being responsive to issues as they arise. It is about being proactive in seeking out qualified career seekers to fill the posted jobs and providing resources for other business needs (i.e. professional development training, business incentive information, etc.). Proposals should detail prior success with relationship development and management. Proposals must show what innovative and team approaches will be used to provide the following services to employers. This approach will require coordination with case managers of career seekers within the Career Center, regardless of funding streams.
  - 1. Working indirectly and through the BES team with employers to obtain positive hiring results, this may include screening applicants, thus requiring broad knowledge of open job orders, industry requirements, EEO guidelines, and the understanding of the employers’ needs.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

2. Matching career seekers to job openings and helping to fulfill hiring needs. This will require knowledge of current participants looking for employment and their knowledge, skills and abilities. Respondent should describe their experience and the techniques that will be used in building a successful talent pipeline in various industry sectors. This should include managing a demand-supply system which assists with meeting the needs of local demand (employers).
3. Providing assessments to potential hires, increasing the likelihood that a match will be successful.
4. Coordinating and staffing recruitment, hiring and other events. Respondent should describe their experience with organizing and executing successful events to include Hiring Fairs and Recruitment Events.
5. Delivery of Rapid Response solutions to individuals experiencing a layoff to include on-site contact, informational sessions to discuss available community resources, eligibility of/enrollment in WIOA Dislocated Worker Program (when possible), employment readiness services and job placement assistance. Respondent should describe their experience in the delivery of Rapid Response and its components.
6. CSCR would like to implement full utilization of an On-the-Job Training and Customized Training model where employers are able to use as a tool in their recruitment toolbox. Respondents should explain how they will develop and grow this model.

**E. Accurate Data Entry and Case File**

As the organization responsible for case management, the effectiveness and ability to self-evaluate is far reaching. CSCR is monitored annually by the Florida Department of Economic Opportunity (DEO) on programmatic integrity, transparency and effective use of federal dollars. Inaccurate or untimely management of case files can result in corrective actions implemented by DEO. To maintain CSCR's high level of integrity, proposals must include the following components:

- a. Demonstrated experience maintaining program compliance, and other necessary case documentation, in obtaining, recording and utilizing databases and electronic storage of career seeker case files. Proposals should show how these systems will be utilized for innovative case management to reduce duplication of career seeker's documentation submissions.
- b. Respondents must show a thorough working knowledge of all applicable laws, regulations, and policies to ensure the appropriate delivery of workforce development services are provided within all programs.
- c. Describe innovative approaches towards effective management of case files that assist staff in accurate and timely data entry. Use of technology or career seeker management tools should be described in detail.
- d. Describe resources and practices that assist case managers with workflow and scheduling of meetings.
- e. The Workforce Development Services Provider is responsible for the collection of career seeker information which includes engagement with case managers. Proposals should describe how information gathered will be used to increase interactions between case managers and career seekers.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

- f. Describe any monitoring or quality data program used to ensure the data entry is accurate.

**F. Performance Management**

CSCR must meet annual performance standards as mandated by the United States Department of Labor and the Florida Department of Economic Opportunity (DEO). While the Workforce Development Services Provider is responsible for overseeing the tracking of performance, it is the responsibility of all staff to ensure continuous improvement that leads to positive performance outcomes and career seeker satisfaction.

- a. Respondents must show a thorough working knowledge of all Federal, State and local performance metrics for all programs to ensure the appropriate delivery of workforce development services.
- b. Research shows that involving employees in the planning process makes them feel part of a team, creates buy-in and improves communication. Discuss how your organization will use communication with employees (from top down) about organizational and regional performance and what measures will be in place to assist in continuous and successful meeting of benchmarks.
- c. Proposals must show the implementation of processes and schedules for reviewing and analyzing performance data for all programs provided within the Career Centers. This should include identifying weak areas to target performance improvement, plus plans to address any identified problems in day-to-day operations. Plans must detail the continued application of corrective actions until performance meets and exceeds local standards.



**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**V. SCOPE OF WORK: CAREER AND TRAINING SERVICES FOR YOUTH**

CSCR envisions a high quality, integrated and comprehensive young adult service delivery model built around three policy objectives which are intended to re-engage, serve and empower young adults. Youth can be considered Out-of-School Youth (OSY ages 16-24) or In-School Youth (ISY 16-21). WIOA requires that young adults are served at a percentage of 75% OSY and 25% ISY; CareerSource Capital Region's youth model primarily focuses on OSY (85-90%). The objectives for the Youth program are:

- Foster demand-driven attainment of skills, credentials and impactful work experience;
- Enable upward mobility for all young adults, especially populations with barriers to employment, that ultimately leads to economic security; and
- Align, coordinate and integrate programs and services.

This model incorporates a seamless coordination of workforce services with partner organizations, and CSCR's Business Solutions staff. This coordination connects young adults to career pathways with high-quality jobs in growing industries in alignment with CSCR's sector strategy.

Respondents are encouraged to refer to effective and evidence-based practices in designing their approach to service delivery. Respondents are not limited to the required six sections described in the RFP but are encouraged to propose innovative and best practices to demonstrate proven and meaningful program design.

**A. Outreach, Programmatic Accessibility, Eligibility and Assessment**

CSCR's Board of Directors has identified Out of School Youth (OSY) as a targeted population to be served through its young adult re-engagement programs. Included in this population are young adults currently or formerly legal/justice involved and/or those currently in or aged out of foster care.

Outreach

Proposals must demonstrate effective outreach and recruitment activities to identify participants for the program. Outreach and recruitment methods may include formal advertising, effective social media campaigns, flyers (all in coordination with CSCR's marketing department), word-of-mouth and other methods of program information dissemination. Respondents are highly encouraged detail their program design related to planning targeted, culturally-competent outreach and engagement strategies.

Programmatic Accessibility

Respondents must show how they will develop and maintain effective community partnerships that will support the service delivery needs of disengaged, hard-to-serve youth.

Selected provider(s) will need to demonstrate the capacity and experience of reaching out to and engaging targeted populations such as returning citizens and individuals with disabilities. It is important to CSCR that services are accessible to youth, regardless of barriers.

Assessment

Describe how assessments will be used to determine entry into career pathways, increased education and/or paid work experience.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

Intake and eligibility determination of appropriate young adults must be managed by the Workforce Development Services Provider for certification prior to enrollment in WIOA funded activities. It will be the Respondent’s responsibility to ensure that all required eligibility documentation are submitted in a timely and efficient manner. The proposal should include a plan to ensure timely eligibility determinations, assessment of needs, and accurate data entry.

**B. Case Management Staffing and Continuous Improvement Staff Training**

Case management involves a two-pronged approach:

- The customer focused/involved assessment that revolves around conversations with a career seeker to determine needs, barriers and goals; and
- The “behind the scenes” data entry, tracking and resource facilitation with partner agencies.
- Continued communication/interaction as the career seeker moves through overcoming barriers and accomplishing goals

To provide high quality case management to young adults, staff must be experts in all available resources; including but not limited to, tools, assessments, available training, open job positions, resources, etc.

- a. Describe the organization of staff to ensure that all young adults receive seamless case management.
- b. Respondents must show how all staff are kept up to date on case management tools, whether through a training model, a team approach or other method of internal staff training.
- c. The region’s needs of case management often change due to natural disasters, economic changes or opportunities through grant funded programs. Proposals must show how staffing patterns will be adjusted to meet the needs of the region while maintaining high quality case management.
- d. Staff training is coordinated with the Workforce Development Service Provider, however training specific to young adult programs is also the responsibility of Young Adult provider. Professional development and staff training are a priority to improve the customers’ experiences. Proposers must demonstrate how they will incorporate the different learning styles of staff and ensure the retention of new information.
- e. CSCR is looking for proposals with innovative approaches to case management that demonstrates emphasis on high quality staffing and meaningful customer engagement.

**C. Individualized Career Plan and Services**

The young adult service provider is required to provide or make available to participants all fourteen of the WIOA elements. “Make available” does not mean that every young adult participant must receive all program elements; it means that they have access to these services if they require them to meet their goals. Individualized and comprehensive assessments and services will determine each participant’s needs and preferences for their success. Career plans must address the needs identified through the comprehensive assessment, in a manner that is appropriate to the individual developmental needs of each young adult, and follows clear timeliness in which to be completed.

- a. Describe how individualized employment plans, which are developed and adjusted throughout the duration of services, will incorporate elements of employment services including:

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

- Comprehensive assessment of employment history, interests, skills abilities and experience;
  - Results of career exploration, counseling, planning and goal-setting;
  - Job readiness and identified foundational skills development;
  - Job search skills training, including resume development and interview preparation;
  - Basic skills remediation and tutoring;
  - Work-based learning to help gain skills relevant to their career interests, including paid and unpaid work experience, pre-apprenticeship, and on-the-job training; and
  - Placement in employment that is a step into their identified career pathway.
- b. All young adults enrolled will need individualized, and sometimes extensive, tutoring, study skills training, instruction and evidence-based recovery strategies that will lead to the completion of a secondary school diploma or its recognized equivalent. Proposals must show how participants will be given the skills needed to be successful in their journey of lifelong learning.
- c. Occupational skills training shall include priority consideration for training programs that lead to recognized credentials that are aligned with in-demand industry sectors or occupations in the local area. Describe how and what credentials will be offered to participants (those not on the local Eligible Training Provider List), supporting their diverse and individualized needs and interests.
- d. Describe how young adults may be referred to the services currently available within the community, if needed, to meet the required access to all fourteen elements. To ensure full access is successfully provided, respondents should show what current relationships with community organizations already exist and how new ones will be developed.
- e. Respondents should demonstrate how the need of individualized support services will be identified, provided and incorporated into each young adult's career plan.

**D. Work-Based Learning Activities**

Job retention and advancement strategies may vary as greatly as the individual young adults to be served. In many cases, individuals with poor or no work history may need assistance in transitioning to new positions to help build better employment records. Work-based learning activities help young adults along their career path and provide employers the opportunity to see the potential of young adults' skills, as well as, improve job loyalty.

- a. Proposals must provide program design of industry engagement, delivery and hiring of young adults in work-based learning programs.
- b. Respondents must discuss how they will provide intensive and individualized customer services and how assigned work sites or educational trainings are in the best interest of the young adult to gain employment. In other words, the Respondent must explain how they will determine/document the need for training (occupational skills or work-based).
- c. It is important that young adults (especially those with little to no work history) have access to work experience and other work-based learning opportunities. Respondents must show, through coordination with the adult Business Solutions team members, how employers will be identified and engaged and how young adults will be matched to increase the success of the work-based activities.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

- d. Due to the stigma and issues of disengaged young adults, program designs must show how any issues between the young adult and the employer will be addressed to ensure employer satisfaction and participant retention within the program.
- e. Work experience sites are to be developed by the service provider and with the collaboration of the CSCR business solutions team, local employers and community-based organizations. All job descriptions, as well as renewal of worksite agreements, (in coordination with the BES Team) are to be completed and updated annually by the Workforce Development Services Provider. Proposals should discuss how they will retain current worksite partners, as well as, develop new employer partnerships for the purpose of work-based learning activities aligned with CSCR’s sector strategies. This should also include the monitoring of worksites to ensure that they remain appropriate.
- f. Describe how structured career exploration activities will be conducted to allow for young adults to discover a range of career options in particular industries within the region. These industries should correlate with local identified targeted industry sectors that show high growth job expectancy as well as the identified career interests of the young adults being served. The young adult service provider is responsible for payroll for young adults participating in paid work experiences either as the Business of Record or through a staffing agency. Respondents must show how they will ensure that timesheets and payroll are accurately documented in participants’ case files.
- g. Proposals must show how they will monitor monthly and year-to-date actual training expenditures to the budget, to ensure funds are not over obligated or underspent. Proposals must ensure training can be maintained throughout the entire program year while meeting the WIOA’s specific expenditure requirements for youth paid work experience.

**E. Seamless Adult Service Integration**

Local Career Centers have been established to serve as a community-wide resource and a centralized place where community members and employers can access information and resources on education and workforce development. Many services and informational resources already exist that could meet the needs of young people. Each successful bidder is required to develop linkages and access appropriate resources from the Career Center. The goal is to provide young adults with exposure to the Career Center’s information resources and services and to integrate young adults into the mainstream system.

- a. Proposals must show tangible ways the Career Center services and resources will be used to support their program design.
- b. Eligible youth, 16-24 years old, may be co-enrolled into adult services (18-24). Respondents should show their thorough understanding of which adult services are allowable and how they will work with partners within the Career Centers to provide services and reduce duplication of services and the requirement for customers duplicating documentation submissions.
- c. Some young adults may be receiving SNAP or WT services. Proposals must show how they will train staff to increase their awareness and knowledge of these services, as well as work with other Career Center case staff to ensure that young adults are receiving streamlined services.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**F. Accurate Data Entry and Case Files, Performance Management**

The service provider(s) will be responsible for providing client and program data under policies and procedures established by CSCR. A case file for each program participant will be maintained in an electronic file as well as inputted into the state system (currently Employ Florida) and must include all required documentation, including documentation of program eligibility, assessments, CSCR local forms, case notes, training paperwork, attendance records, etc. as appropriate. CSCR will provide technical assistance and training as needed to incorporate changes in local, State or Federal policies.

Accurate Data Entry and Case Files

- A. Demonstrated experience maintaining program compliance, and other necessary case documentation, in obtaining, recording and utilizing databases and electronic storage of career seeker case files. Proposals should show how these systems will be utilized for innovative case management to reduce duplication of career seeker’s documentation submissions.
- B. Accurate data entry is a key component of managing Young Adult Programs. Proposals must show what goals they will set for the team and how desired results will be monitored and achieved.
- C. Describe innovative approaches towards effective management of case files that assist staff in accurate and timely data entry. Use of technology or career seeker management tools should be described in detail.
- D. Respondent needs to describe any monitoring or quality data program used to ensure the data entry is accurate.

Performance Management

- A. WIOA “youth” performance measures are designed to measure the effectiveness and continuous improvement of the workforce service delivery system and are subject to any changes made by the State of Florida or the US Department of Labor. CSCR may set performance benchmarks or implement additional measures in response to regulations or local need. Respondents must demonstrate a thorough knowledge of the current WIOA “youth” performance measures and what program elements will be utilized to ensure meeting or exceeding each performance measure.
- B. Proposals must show the implementation of processes and schedules for tracking, reviewing and analyzing performance data for all elements of young adult programs. This should include identifying weak areas to target performance improvement, plus plans to address any identified problems in day-to-day operations. Plans must detail the continued application of corrective actions until performance meets and exceeds local standards.
- C. Respondents must show a thorough working knowledge of all applicable laws, regulations, and policies to ensure the appropriate delivery of workforce development services are provided within all programs.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

**VI. RESPONSE SUBMITTAL**

**A. General Guidelines**

**Below are the items that CSCR considers critical to responsiveness in a proposal. Failure to meet any of these stipulations will result in non-responsiveness and your proposal will be disqualified.**

CSCR must receive all proposals no later than Monday, February 24<sup>th</sup>, 2020 at 4:00 PM EST. Any proposal received later than the specified time will not be considered in CSCR’s evaluation process. Facsimiles or electronic copies will not be accepted.

Acceptable proposals shall, at a minimum, meet the specifications contained in this RFP. Respondents are responsible for determining all factors necessary for the preparation of informative, responsive proposals. Proposals should demonstrate methods, strategies and expertise to accomplish the tasks identified in the Scope of Work.

CSCR is not seeking elaborate proposals. Brief narratives are requested that specify and clearly define the proposed services and document qualifications. Responses should illustrate experience with populations targeted and an in-depth knowledge of the fiscal, administrative and programmatic requirements of the multiple funding streams utilized by CSCR.

Proposals must be received in sealed envelopes. Proposal packages must include two (2) originals and twelve (12) hard copies along with one (1) copy on a jump drive and must be received by CSCR on or before the specified due date. **Originals must include original “wet” signatures**, all proposal information and attachments, including last available audit. The twelve (12) copies do not require original signatures or attachments. Proposals without the required number of originals with “wet” signatures, the required number of copies and all required forms as specified in the RFP will not be considered in CSCR’s evaluation process.

Print all narratives on 8 ½ x 11” plain white paper with margins of 1” on each side. All narratives must be printed in 12-point font size and double spaced. Three ring binders, spiral binding, plastic binding, etc. should be excluded from submissions. Acceptable binding is a staple in the upper left-hand corner on the copies only.

Each page of the proposal should be numbered sequentially. These page numbers should then be reflected on your table of contents.

**B. Authorized Signature**

An official authorized to legally bind the applicant organization must sign **two original proposals**:

- Attachment A: Proposal Cover Sheet
- Attachment B: Representations and Certifications

Proposals must also include the name of the contact person of the applicant organization during the period of proposal evaluation if different from the signatory official.

**C. Limitation**

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

CSCR is requesting proposals with the intent of awarding a contract for the requirements contained in this RFP. However, CSCR is not obligated to award a contract on this solicitation and reserves the right to reject any and all proposals. This RFP does not commit or obligate CSCR to pay any costs incurred in the preparation or presentation of a proposal to this RFP, to pay for any costs incurred in advance of the execution of a contract or to procure or contract for services or supplies.

CSCR reserves the right to cancel in part, or in its entirety, this RFP if it is in the best interest of CSCR to do so. CSCR may require the bidder(s) selected to participate in negotiations or to submit revisions of their proposals.

**D. Acceptance of Proposals**

CSCR must receive all sealed proposals no later than February 24<sup>th</sup>, 2020 at 4:00 p.m. EST. Deliver proposals to:

Matthew Salera, Chief Financial Officer  
CareerSource Capital Region  
2639 North Monroe St., Building C, Suite 100  
Tallahassee, Florida 32303

CSCR will not accept any changes, modifications or additions to the proposals after the deadline for submitting the proposals has passed. Any addendums submitted by the respondent prior to the February 24<sup>th</sup>, 2020 deadline must be sealed with “Addendum” clearly marked on the package. CSCR reserves the right to waive any minor technical irregularity.

**E. Withdrawal of a Proposal**

Any organization that has submitted a proposal to CSCR on or before February 24<sup>th</sup>, 2020 at 4:00 p.m. EST and who finds it necessary to withdraw their proposals must submit their request in writing to CSCR.

CSCR will not return proposals, binders or exhibits. All proposals become the property of CSCR and will be a matter of public record subject to the provisions of the WIOA and of Chapter 119, Florida Statutes. However, public access is not allowed if: (a) disclosure of information would constitute a clearly unwarranted invasion of personal privacy; and (b) the information constitutes a trade secret, or commercial or financial information that is obtained from a person that is privileged or confidential.

**F. Proposal Evaluation**

Proposals will be initially reviewed and rated by a formed CareerSource Capital Region review team using a point system based on a Proposal Evaluation / Rating Form. The review team will prepare a proposal-rating summary for review by the Board and/or one of its committees. Proposals will then be evaluated by appropriate Board members. Prospective providers may be invited to make oral presentations and /or explain their proposals.

**G. Notice of Contract Award**

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

The contract may be awarded, based on proposals received, without discussion of such proposed programs with the bidders. Therefore, each offer should be submitted in the most favorable terms from a price and technical standpoint that the bidder can make to CSCR Board of Directors.

Final award of a contract will be contingent upon:

- Successful negotiation of a contract
- Acceptance by the Respondent of the contract terms and conditions
- Satisfactory verification of past performance and systems (e.g., financial), where applicable
- Availability of funding

The notice to all respondents, including intended contract awardees, is expected to be made no later than March 31<sup>st</sup>, 2020.

**H. Protests or Disputes**

In accordance with applicable regulations, Respondents who are denied funding have the right to appeal. The following steps must be taken for organizations to appeal funding decisions:

Submit a letter within three (3) business days from the date of the contract award to the Chief Executive Officer of CareerSource Capital Region stating that an appeal to the contract award is being filed and the specific reasons for that appeal based on the four criteria below:

- Clear and substantial error or misstated facts by the review team upon which the decision was made by the Board of Directors
- Unfair competition or conflict of interest in decision making process
- Any illegal or improper act or violation of law
- Other legal basis on grounds that may substantially alter the Board's decision

The Chief Executive Officer will review the appeal and respond within 10 business days.

In the event the Chief Executive Officer's response is not satisfactory to the Respondent, an appeal to the CareerSource Capital Region Executive Committee may be requested. The request must be addressed in writing within 15 days from receipt of response from CareerSource Capital Region to:

CareerSource Capital Region  
Attention: Board Chair  
2639 North Monroe St, Building C, Suite 100  
Tallahassee, Florida 32303

The appeal will be heard at a time set by the Chair of the Board of Directors after consultation with legal counsel.

**I. Funding Availability**



**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

CSCR will make sufficient funding available from various sources. At the time of this solicitation, CSCR has not received an official notice of its allocation for programs funds. For planning purposes, please submit budgets for the program year beginning July 1<sup>st</sup>, 2020 and ending June 30<sup>th</sup>, 2021.

This funding level does not include other funding resources managed by CSCR (i.e., Special Grants, Veterans services, etc.); however, staff from these other funding sources will be made available.

CSCR reserves the right to adjust the contract amount as final funding information becomes available. Funding during the contract period may be adjusted due to changes in funding availability.

Although this solicitation involves WIOA, SNAP, WP and WTP funds, CSCR reserves the right to later add additional dollars from other funding streams (such as State or Federal grants) to modify any agreement resulting from this solicitation. These additional dollars will be subject to the regulations that affect those specific funding streams.

**J. Profit Rate**

Profit is allowed in the delivery of services. However, the total profit charged by private for-profit entities must not exceed ten percent (10%) of the total contract.

**K. Program Income**

Income generated by a contract funded with Federal grant dollars, as a result of fees, rental, or real or personal property, the sale of commodities or items developed with contract funds, and revenues in excess of costs earned by organizations is considered program income. Program income does not include profit earned by for-profit agencies and identified and agreed to in the Contract budget. Program income must be returned to CSCR.

**L. Stand-In Costs**

Costs paid from non-Federal sources that may be used to stand in for disallowed costs identified as a result of monitoring report or audit. These costs must be reported as uncharged program costs and must have been allowable under the grant for which the stand-in costs are offered. They are subject to verification through an audit and must be reported in accordance with standards set by the CFR 200.

**M. Conditions of this RFP/Reserved Rights**

The issuance of this RFP constitutes only an invitation to present proposals. The rights reserved by CSCR, which shall be exercised in its sole and absolute discretion, include without limitation, the right to:

- End contract negotiations if acceptable progress, as determined by CSCR, is not being made within a reasonable time frame. Should a proposal be selected for funding, the respondent will then complete contract negotiations. For a contract to be executed, the respondent must meet certain requirements with CSCR:
- Supplement, amend or otherwise modify or cancel any provisions set forth in this solicitation at any time.

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

- Accept or reject any non-responsive or untimely responses or to reject all responses to this RFP and/or seek new proposals.
- Disqualify any respondent who submits an incomplete or inadequate response or is not responsive to the requirements of this RFP.
- Change or waive any provisions set forth in this RFP.
- Require additional information, oral presentation, additional data and/or technical or price revisions from one or more respondents to supplement or to clarify the proposal submitted.
- Determine whether the respondent's written or oral representations are true, accurate and complete or whether the respondent has adequately responded and has the necessary experience, including seeking and evaluating independent information on any respondent.
- Verify representations in the response by visiting and examining any of the project sites referenced in the proposal submitted and to observe and inspect the operations at such sites.
- Negotiate any and all proposed terms, conditions, costs, staffing level, services/activities mix, and all other specifics.
- Conduct a pre-award review that may include, but is not limited to, a review of the respondent's record keeping procedures, management systems, and accounting and administrative systems.
- Change specifications and modify contracts as necessary to **a)** facilitate compliance with the legislation, regulations and policy directives, **b)** to manage funding, and **c)** to meet the needs of the customers.
- All programs must be operational on or prior to July 1<sup>st</sup>, 2020.
- All contractors must have current fiscal and compliance audits as required by CFR 200.
- All contractors are required to be an Equal Employment Opportunity Business.
- All contractors must provide a certificate of insurance for comprehensive general public liability insurance with combined single limit coverage of at least \$1,000,000 and Workers Compensation Insurance. A certificate of coverage may be submitted within thirty (30) days of award.
- All contractors are ensuring, by signing the contract, that adequate and qualified staff will be dedicated to the contracted program services.

To avoid actual or perceived conflict or undue influence over the process, all respondents (including current Contractor if a proposal is submitted) are prohibited from contacting any CSCR board member, committee member or staff (other than the contact listed above) regarding this RFP. Contact with anyone for purposes of influencing the outcome of the procurement will result in disqualification of the prospective Respondent from this competitive procurement process.

Respondents should be familiar with the general terms and conditions of CSCR's contracts (Attachment C of this RFP).

**N. Type of Contract**

CSCR anticipates payment under a cost-reimbursement, performance-based contract that will be based upon actual costs and performance delivery outcomes. The expected performance delivery outcomes for CareerSource Capital Region will be linked to the federal indicators of performance, job placements, state performance criteria, quality assurance error rate, career seeker engagement and follow-up, and other criteria as determined and negotiated between CSCR and the Contractor.

Additionally, CSCR may elect to provide a contract modification that allows for the attainment of incentive funding provided that CSCR is awarded incentive funding from CareerSource Florida through the

**REQUEST FOR PROPOSAL – RFP # 2020-01  
ONE-STOP OPERATOR & SERVICE PROVIDER**

achievement of performance metrics identified in the state’s Continuous Improvement Performance Initiative.

Due to the nature of CSCR’s funding sources, potential changes in legislation and policies, and performance achieved, Respondents, are advised that any contract awarded under this RFP may be modified to incorporate such changes, adjustments in the delivery system, or any activities provided.

**O. Contract Modifications**

All contractors are ensuring, by signing the contract, that the negotiated price or services provided in a contract cannot be changed without CSCR’s approval and a modification to the contract. All requests for modification must be submitted to CSCR with written justification prior to implementation of any changes, including costs.

**P. Program Evaluation**

The primary responsibility for program evaluation and oversight throughout the year will reside with CSCR Board of Directors and or committee thereof. The CSCR staff will conduct regularly scheduled monitoring and evaluation of each program and service provider throughout the program year.

**Q. Selection**

CareerSource Capital Region maintains a policy that an organization must possess the demonstrated ability to perform successfully under the terms and conditions of a proposed contract prior to the contract being executed. Determinations of demonstrated performance shall take into consideration such matters as to whether the organization has:

- Adequate financial resources or the ability to obtain them.
- The ability to meet the RFP design specifications at a reasonable cost, as well as the ability to meet performance goals.
- A satisfactory record of past performance in delivering the proposed services, including demonstrated quality of services and successful outcome rates from past programs.
- The ability to prioritize and provide services and/or a program(s) that can meet the need identified.
- A satisfactory record of integrity, business ethics and fiscal accountability.
- The necessary organization, accounting and operational controls.
- The technical skills to perform the work.
- Is in alignment with CareerSource Capital Region’s mission, visions, and values.