

CAPITAL WORKFORCE PARTNERS
ONE UNION PLACE
HARTFORD, CT 06103

REQUEST FOR PROPOSALS (RFP)

INITIAL PERIOD OF PERFORMANCE:
August 7, 2023 – JUNE 30, 2024

ONE-STOP SERVICES

FUNDED UNDER
THE FEDERAL WORKFORCE INNOVATION AND OPPORTUNITY ACT
AND
STATE OF CONNECTICUT
JOBS FIRST EMPLOYMENT SERVICES

ISSUED ON
February 8, 2022

TIMELINE

RFP Released	February 8, 2023
Letter of Intent	February 15, 2023
Bidder's Conference	February 22, 2023
Deadline for Questions	February 24, 2023
Q & A Published	March 1, 2023
RFP Deadline	March 15, 2023
Evaluation of Responses	Week of April 10, 2023
Committee Interviews Finalists	Week of April 17, 2023
Funding Decision	May 24, 2023
Contract Start Date	August 7, 2023

Revised March 7, 2023

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PART I. BACKGROUND AND GENERAL SOLICITATION INFORMATION

A. Background Information

Capital Workforce Partners (CWP) is a private, non-profit corporation. Under the mandate of federal legislation, the Workforce Innovation and Opportunity Act of 2014 (WIOA), the Governor of Connecticut, along with the Local Chief Elected Officials (CEOs) for the North Central Region, has designated CWP as the regional workforce development board and administrator for the North Central Region encompassing 37 central Connecticut (CT) municipalities. CWP administers WIOA programs in the North Central Region in compliance with WIOA Section 107 and 20 CFR Parts 679 through 681.

CWP's mission is to leverage public and private resources to produce skilled workers for a competitive regional economy. CWP strives to implement and coordinate an effective Workforce Development System that creates economic and employment partnerships among service providers, job seekers and employers in a way that enhances the economic vitality of all.

CWP is governed by a Board of Directors and Local Chief Elected Officials (CEOs) for the North Central Region, working through the Local Chief Elected Official Consortium, consisting of 37 chief elected officials in the North Central Region. A majority of the CWP Board of Directors' members represent private sector businesses.

The North Central Region includes the following 37 towns and cities:

Andover	East Granby	Granby	Plymouth	Suffield
Avon	East Hartford	Hartford	Rocky Hill	Tolland
Berlin	East Windsor	Hebron	Simsbury	Vernon
Bloomfield	Ellington	Manchester	Somers	West Hartford
Bolton	Enfield	Marlborough	South Windsor	Wethersfield
Bristol	Farmington	New Britain	Southington	Windsor
Burlington	Glastonbury	Newington	Stafford	Windsor Locks
Canton	Plainville			

B. Services Solicited

The intent of this Request for Proposal (RFP) is to solicit competitive proposals from organizations with expertise in workforce development to implement CWP's One-Stop service delivery model to closely link workforce development with business needs and achieve workforce system goals.

The specific service components are:

Function I: Career Development, Preparation and Customer Management Services

Function II: Business Services

Function III: Online Learning Facilitation, Digital Literacy & Instructional Support

Function IV: Program Implementation & Management

Function V: Outreach, Recruitment and Community Partnerships

Services will be delivered both in-person and virtually based out of the region's six One-Stop centers in Hartford, New Britain, Manchester, Bristol, East Hartford and Enfield, Connecticut and a satellite located at main branch of the Hartford Public Library.

Proposers must submit a response describing their capacity to deliver all five functions within the North Central One-Stop system. These services are described in detail in Part III of the RFP. CWP seeks proposals that demonstrate innovative approaches to in-person and virtual service delivery in an increasingly hybrid world and that embrace technology as fundamental to the One-Stop system.

Respondents to the RFP must be capable of fulfilling all components of the RFP as only one contract will be awarded. Core functions may not be subcontracted.

The successful respondent will demonstrate a strong commitment to the North Central CT workforce system, the capacity to drive One-Stop system effectiveness through innovation, collaboration, and the use of technology, and to perform all functions described in Part III of this RFP at the direction of CWP.

C. The North Central One-Stop System: Vision, Goals, and Guiding Principles

The One-Stop system is a partnership among numerous organizations, with CWP and CTDOL the core partners delivering services onsite in the One-Stop centers. Additional mandatory partners include adult education, Job Corps, Department of Aging and Disability Services (ADS), Department of Social Services (DSS), and others including post-secondary technical education providers, employment and training providers funded by HUD and Community Services Block Grants, USDOL Native American and Migrant Seasonal Farmworker Programs. The contractor selected through this RFP will be required to coordinate services and support and maintain effective relationships with these partners under the direction of CWP and its One-Stop Operator.

Vision: The CWP vision for the North Central Connecticut region's One-Stop System is to positively impact economic development by increasing the competitiveness of the workforce.

Goal: The goal for the North Central One-Stop System is to empower customers seeking services to obtain middle skill jobs, and to achieve workforce program performance.

Guiding Principles: For the best outcomes for job seeker and employer customers the following guiding principles will be followed:

- Demand driven Business Services, with the capacity to understand business needs and match job seekers with current openings.
- Empower job seeker customers seeking services through the One-Stop system to get hired in middle skill jobs and achieve workforce program performance through occupational training and job placement.
- Focus on intense career preparation and placement.
- Provide short-term skill development opportunities to a greater proportion of One-Stop customers through Workforce Investment and Opportunity Act and other CWP grant funded programs.
- Maximize technology-based training options and service-delivery models in American Job Centers (AJCs).
- Apply innovative techniques to continually enhance service delivery for in-person and virtual services.
- Continue the competitive scholarship application process for training through Individual Training Accounts (ITAs) with a focus on programs in priority sectors with proven results.
- Adopt an efficient site-based and remote staffing structure to improve customer service and establish performance accountability.
- Utilize Youth Career Advisors to better serve Opportunity Youth AJC customers.
- Effectively use data and data-driven methods to continually analyze and enhance performance outcomes.

WIOA Goals: WIOA establishes six primary indicators of performance. Proposers should read the WIOA performance and accountability guidance published September 15, 2022, in TEGL 10-16 Change 2; the TEGL contains detailed definitions, operating parameters, and calculation methodologies for each measure.

These goals for 2023-2024 have been negotiated by CWP and CTDOL:

Performance Measure	Adult Goal	Dislocated Worker Goal	Youth Goal
Employment (Second Quarter after Exit)	68.10%	80.5%	74%
Employment (Fourth Quarter after Exit)	68.40%	81%	74%
Median Earnings (Second Quarter after Exit)	\$6,480	\$10,100	\$3,600
Credential Attainment Rate	70.30%	67%	79%
Measurable Skill Gains	66%	56%	66%

CWP establishes contract goals designed to ensure that these goals are met at the regional level.

Jobs First Employment Services (JFES) Goals: JFES program goals are to 1) enable TFA recipients, through employment, to become independent from cash assistance by the end of the 21-month time limit established by state law; 2) enable TFA recipients who become independent from cash assistance to remain employed and independent of TFA with the goal of placing them

on a path to self-sufficiency, and 3) ensure that federally established participation rates are met through employment of TFA recipients and engagement in other allowable Jobs First Employment Service work activities deemed appropriate based on assessment of customer needs.

The JFES performance measures established by the State of Connecticut are:

Measure	Goal
Entered Employment	50%
Employed at \$687/month (TFA standard + \$90)	50%
Employed at \$1,919/month (FPL)	25%
Employment retention: 2 consecutive quarters	60%
Employment retention: 3 consecutive quarters	40%

Proposers should demonstrate the capacity to deliver services that align with CWP priorities and enhance the opportunity for the Region to meet the goals outlined in its Strategic Plan.

For information more on CWP, its mission and strategic plan, please go to www.capitalworkforce.org.

D. Planned Procurement Timeline

RFP Released	Wednesday, February 8, 2023
Letter of Intent	Wednesday, February 15, 2023
Bidder's Conference	Wednesday, February 22, 2023
Deadline for Questions	Friday, February 24, 2023
Q & A Published	Wednesday March 1, 2023
RFP Deadline	Wednesday, March 15, 2023
Evaluation of Responses	Week of April 10, 2023
Finalist Presentations/Interviews	Week of April 17, 2023
CWP Board Decision	Wednesday, May 24, 2023
Contract Start Date	Monday, August 7, 2023

E. Period of Performance

Contracts will be awarded for the period, August 7, 2023 through June 30, 2024. Contracts may be renewed for up to five additional one-year periods, contingent upon funding availability, satisfactory performance, and regional needs. Contract renewals will be at the sole discretion of CWP.

F. Funding Levels

CWP utilizes multiple funding sources to support One-Stop operations. Funds for contractor services described in this RFP will be primarily allocated from the Jobs First Employment Services (JFES) contract funded by the State of Connecticut Department of Labor and from the North Central Region's allocation of federal Workforce Innovation and Opportunity Act (WIOA) funding. Additional funding from CWP's discretionary grants may be awarded through separate contracts aligned with funder requirements and periods of performance.

Current funding for One-Stop services in Program Year 2022-23 is \$6.9 million, inclusive of JFES, WIOA and other grant programs. CWP is projecting similar funding availability for Program Year 2023-24. This projection is intended as a guideline for proposers and is subject to change based upon final 2023-24 State and Federal allocations and the start or end of other CWP grant-funded programs.

Respondents to the RFP must propose their management structure based on the number of front-line staff. Organizational/corporate level management and local onsite management must be clearly delineated in an organizational chart and in the budget. At minimum, a site manager must be designated at each of the six One-Stop centers, and the proposer must provide adequate supervision to front-line staff.

G. Definitions

For purposes of this RFP, the following definitions will be used:

Career Competencies: Twelve skill areas identified by CWP as necessary for employment and career advancement. The Competencies are: academic, technology/digital literacy, interpersonal (collaboration and teamwork), communication, critical thinking/problem solving, general professional, time/self-management, adaptability/continuous learning, customer service, employment management (job seeking), financial literacy, and integrity/ethical decision-making.

Career Development and Preparation Services: The provision of a customer-centered approach in the delivery of job and career counseling services, designed to prepare and coordinate workforce services for customers enrolled in CWP programs.

CTDOL: The Connecticut Department of Labor.

CTHires: The online Management Information System used to support case management and tracking of all activities for customers in WIOA, JFES and the Wagner-Peyser employment program provided by CTDOL.

ETA: The Employment & Training Administration of the USDOL; ETA provides oversight, management and regulatory and policy implementation for WIOA programs.

ETO: Efforts to Outcomes is the online case management and data collection system used by CWP to track program activities and outcomes. ETO is licensed from Social Solutions.

ITA: Individual Training Accounts (ITAs) or Career Scholarships: Occupational training available under WIOA Adult, WIOA =Dislocated Worker and JFES is set up as a voucher account whereby a customer who has been approved for an ITA can access funds for tuition, books, supplies and other training costs. Other CWP programs, including WIOA Youth, may also provide occupational training through ITAs.

JFES: Jobs First Employment Services is the program administered by the CT Department of Labor to provide job preparation and employment services to TFA recipients. JFES is contracted in CT to the Regional Workforce Development Boards.

Jobs Funnel: A community-based CWP initiative to prepare individuals for careers in construction trades. Services include pre-employment and life skills training, math skills remediation, case management, and placement into apprenticeships and jobs.

OJT: On-the-Job training is a customized program at a specific employer where that employer hires the trainee and receives reimbursement for the extraordinary cost of training an under-skilled, less productive employee, generally based upon a portion of the employee's wages.

One-Stop American Job Center: An integrated service delivery system for labor, employment, training and education programs designed to provide an array of services to job seekers and employers, with the goal to enhance the effectiveness and coordination of these services. In CT, many One-Stop Centers are integrated with CTDOL's Wagner-Peyser employment services through the One-Stop centers. American Job Center (AJC) is currently the One-Stop brand in CT. This RFP will use the term One-Stop center to refer to the American Job Center locations or offices.

Online and Technology-Based Services for Job Seekers: Short-term training in the CWP core career competencies of basic skills, customer service skills, computer literacy, problem solving, critical thinking, and job-keeping skills. The duration of instruction in a competency generally ranges from 5 to 25 hours.

Online Learning Center: A learning lab within the One-Stop center equipped with instructor PC and 10 to 20 student PCs.

Opportunity Youth: For purposes of WIOA eligibility, an opportunity youth (aka Out of School Youth) is an individual between the ages of 16 and 24. Opportunity youth is defined more broadly as individuals in that age range who are disconnected from both school and work.

Remote Team: A group of contractor staff that is not based at CWP's brick and mortar One-Stop center locations. Remote teams generally work on special, non-WIOA/JFES projects or initiatives that involve virtual service delivery; in some cases, virtual services are provided to

residents outside of the North Central region. Remote team positions may include project managers or coordinators, support staff, and front-line staff.

TAA: The Trade Adjustment Assistance Act is a USDOL training program for workers who become unemployed when their jobs are outsourced to other countries.

TANF: Temporary Assistance for Needy Families authorized through the Personal Work and Responsibility Act.

TEGL: Technical Employment Guidance Letter, policy document issued by the Employment and Training Administration of USDOL.

TFA: Temporary Family Assistance, the State of Connecticut's public cash assistance for needy families with children. In Connecticut, this is the successor to AFDC (welfare).

USDOL: The United States Department of Labor.

Wagner-Peyser Act of 1933: The Wagner-Peyser Act of 1933 established a nationwide system of public employment offices known as the Employment Service. The Act was amended in 1998 to make the Employment Service part of the One-Stop services delivery system.

WDB: Workforce Development Board; CWP is the WDB for North Central CT covering 37 towns.

WIOA: The Workforce Innovation and Opportunity Act, the federal workforce system legislation implemented July 1, 2015.

PART II. GENERAL CONDITIONS & TERMS

A. General Conditions

The release of this RFP does not constitute an acceptance of any offer, nor does its release in any way obligate CWP to execute a contract with any proposer. CWP reserves the right to accept any offers, in whole or in part, on the basis of the general conditions set forth in this RFP, and to evaluate all accepted proposals on the criteria in this RFP.

CWP issues this RFP with the explicit understanding that minor and major changes may be made, up to and including the option to rescind this RFP in its entirety, if such is in the best interest of CWP.

Before preparing proposals, proposers should note that:

- CWP will not be liable for any cost incurred in the preparation of proposals or negotiation of contracts, including the costs of printing, copying, travel or staff compensation.

- All proposals in their entirety will become the property of CWP upon submission.
- The award of a contract for any proposed service is contingent upon:
 - Adequate financial resources or the ability to obtain them.
 - The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals.
 - A satisfactory record of past performance.
 - A satisfactory record of integrity, business ethics and fiscal accountability.
 - The necessary organization, experience, accounting, and operational controls.
 - The technical skills to perform the work.
 - Proven experience delivering hybrid services.
 - Favorable evaluation of the proposal in relation to other proposals.
 - Approval of the proposal by CWP.
 - Successful negotiation of any changes to the proposal required by CWP.

It is important that proposers have substantive knowledge and understanding of WIOA, JFES and TANF program requirements and the related state and federal rules and regulations; accordingly, CWP will make WIOA, JFES and TANF related documents available to proposers during this solicitation.

It is important that proposers have substantive experience managing grant programs and implementing new programs in a hybrid environment.

CWP reserves the right to negotiate the final terms of all contracts with successful proposers. Items that may be negotiated include, but are not limited to, type and scope of services, costs and prices, schedule of services, target groups, geographic goals and service levels.

Likewise, CWP also reserves the right to accept any proposal as submitted for contract award without substantive negotiation of offered terms, services, or costs. Therefore, proposers are advised to propose their most favorable terms initially.

CWP is responsible for final review and evaluation of proposals and selection of service providers and reserves the right not to fund any or all proposals. Proposals must be complete and must follow the format outlined in this RFP.

By submission of the proposal, the proposer certifies that in connection with this proposal:

- The costs in the proposal have been arrived at independently without consultation, communication or agreement, for the purpose of restricting competition as to any matter relating to such costs with any other proposer or with any competition.
- Unless otherwise required by law, the costs which have been quoted in the proposal have not been knowingly disclosed by the proposer, and will not be disclosed by the proposer, prior to award directly or indirectly to any other proposer or to any competition.

- No attempt has been made by the proposer to induce any other person or firm to submit or not submit a proposal for the purpose of restricting competition.
- The proposer shall agree that no employee, member/partner, either paid or unpaid which shall also include immediate family members of the aforementioned, shall engage in any CWP activity relating to the participation in the selection, award or administration of contracts supported by CWP funds, including pass-through funds.
- Person(s) signing the proposal, certify that person(s) in the proposer's organization who is legally responsible within that organization for the decision to offer the proposal have not participated, and will not participate, in any action contrary to Section II A as stated above.

Proposals will be received and maintained consistent with applicable Connecticut open records laws. Due regard will be given to the protection of proprietary information contained in all proposals received. However, bidders should be aware that all materials associated with this procurement are subject to the terms of the Freedom of Information Act, the Privacy Act and all rules, regulations and interpretations resulting from. It will not be sufficient for bidders merely to state generally that a proposal is proprietary in nature and therefore not subject to release to third parties.

Any bidder awarded funds to provide services will be expected to operate services of professional quality, maintain proper programmatic and fiscal controls, submit timely reports as required, and comply with the requirements of the OMB Uniform Guidance set forth at 2 CFR Part 200, the WIOA statute, regulations and policies, and State of CT laws, regulations and policies.

The contractor selected must ensure that programs are administered with safeguards against fraud and abuse as set forth in the WIOA regulations; that no portion of the WIOA program will discriminate against, deny benefits to, deny employment to, or exclude from participation any person on the grounds of race, color, national origin, religion, age, sex, handicap, or political affiliation or belief. Moreover, programs must comply with the Americans with Disabilities Act [ADA], which requires, among other things, that all programs be fully accessible to persons with disabilities or be linked with programs of equal quality, which are accessible.

Proposers are encouraged to read this entire RFP before preparing and submitting a proposal. Proposals that do not follow the general format, do not include all the minimum requirements specified, including the required documentation and certifications in this RFP, and/or are not submitted by the due date and time will not be considered for funding.

B. Notification and Distribution

The RFP is available for distribution on February 8, 2023, at 4:00 p.m. ET on the CWP website at www.capitalworkforce.org. Additional reference material can be obtained from the following web sites: www.capitalworkforce.org; www.doleta.gov,

https://portal.ct.gov/dol/Divisions/Workforce-Innovation-and-Opportunity-Act-WIOA-Administration-Unit?language=en_US; www.ctdol.state.ct.us/weltowrk/weltowrk.htm, and www.workforcegps.org.

Information relating to the RFP, including updates, amendments, minutes of the Bidder's Conference, and responses to questions submitted by email, will be posted to www.capitalworkforce.org. Interested proposers are responsible for monitoring the website for updates; CWP does not intend to send individual notification of updates directly to proposers.

C. Mandatory Letter of Intent and Bidder's Conference

Prospective proposers must submit a signed Letter of Intent by 5 p.m. ET February 15, 2023. The letter must be submitted via email to: RFP@capitalworkforce.org. All letters must be received by CWP no later than the specified deadline. Only those organizations that submit a Letter of Intent by the deadline will be permitted to register for and attend the Bidder's Conference. Only organizations that submit a Letter of Intent and attend the Bidder's Conference will be determined responsive proposers and evaluated for this RFP.

CWP reserves the right to extend the deadline for Letters of Intent should the initial response be deemed insufficient. CWP may change scheduled due dates if it is to the advantage of CWP to do so.

Bidder's Conference: CWP will conduct a virtual Bidder's Conference on Wednesday, February 22, 2023 from 9:00 a.m. to 11:00 a.m. Organizations that submit a Letter of Intent will be provided with a link to the Bidder's Conference. CWP staff will be present at that time to discuss the RFP and to answer questions. This session will be the only opportunity to interact with CWP staff to obtain such assistance. After the Bidder's Conference, CWP will accept written questions via email only to: RFP@capitalworkforce.org, through Friday, February 24, 2023; "RFP Question" must be written in the subject line. CWP will publish all questions and answers on its website, www.capitalworkforce.org, by Wednesday, March 1, 2023. No information will be provided to individual proposers.

D. Proposal Delivery and Specifications

All proposals must be received no later than **5:00 p.m. ET Wednesday, March 15, 2023** via upload to CWP's secure portal. Access to the portal will be revoked as of the deadline. Proposers are advised that technical assistance with uploads should be requested no later than noon on March 15, 2023.

The proposer is solely responsible for ensuring that anything sent to CWP arrives safely and on time. Any submission to CWP, including inquiries regarding the RFP, and/or proposals not received at either the specified place and/or by the specified date and time will be rejected and returned to the proposer unopened by CWP.

Proposals must be submitted in accordance with **Part VI: Submission Requirements** of this RFP. Issuance of this RFP is coordinated by:

Sandy Mackie, Chief Program Officer
Capital Workforce Partners
One Union Place
Hartford, CT 06103
860-899-3461
smackie@capitalworkforce.org

E. Non-Appropriation and Cancellation

CWP may cancel any resulting executed agreement upon 30 days written notice and any said agreement shall be subject to Federal and/or State funding availability.

F. Eligible Proposers and Proposal Acceptance Criteria

Any organization that meets the following criteria, whether for-profit or non-profit, may apply.

- In business for at least three years prior to proposal submission.
- Legally able to do business in the State of CT; evidence of legal status in the form of a printout of current business registration from the CT Secretary of State, indicating the type of business (corporation, LLC, LLP, etc.). Out-of-state proposers may submit similar business registration from their home state but must register in CT no later than May 1, 2023.
- Registered in SAM.gov, the U.S. Government System for Awards Management.

No organization, nor its named partners or subcontractors, will be considered that:

- Has been debarred by an action of any government agency; or
- Has a previous contract with any governmental entity in Connecticut terminated for cause; or
- Has not complied with an official order of any agency of the State of Connecticut or the United States Department of Labor to repay disallowed costs incurred during their conduct of projects or services; or
- For any other good and just cause determined at the sole discretion of CWP.

These provisions include any related entities of the Proposer.

CWP reserves the right to accept or reject any or all proposals received or portions thereof. At the discretion of CWP, all or part of this procurement may be cancelled or withdrawn, or may be declared failed and all, or portions of, the RFP reissued. CWP reserves the right to waive minor technical irregularities in offers received. During the technical review period, CWP

reserves the right at its sole discretion and sole judgment to contact proposers for the purpose of offering them the opportunity to clarify any minor technical points.

CWP may accept projects or groups of services from different proposals if separation of projects and/or services is practical and independent pricing is available, unless the proposer qualifies their proposal by specific limitation. These services and/or projects may be combined with other services and/or projects at the discretion of CWP, unless the proposer qualifies their proposal by specific limitation.

The proposer must sign the certifications and assurances at Attachment B. The submission of a proposal in response to this RFP with signed Attachment B is an affirmative act of agreement and/or assurance that the proposer and its collaborators shall comply with these requirements. If unable to comply with these requirements, please do not submit a proposal.

G. Award Process and Notification

CWP is soliciting One-Stop Services proposals based on historical financial data. The size of the contract awarded will be dependent upon available funding at the time of award.

Through this solicitation, the CWP Board of Directors will approve a proposal eligible for funding on or after May 24, 2023; the successful proposer will be notified at that time. Implementation planning and initial budget negotiations will commence in June 2023. CWP anticipates that planning and budget negotiations will continue through the month of July and that the incumbent contractor will continue service delivery until commencement of the new contract.

CWP expects contract operations to begin August 7, 2023, contingent upon successful contract negotiations. When an award is made, the contract will be cost reimbursement.

Contracts may be renewed for up to five years after the initial period, contingent upon funding availability and satisfactory performance.

As stated, prospective proposers must submit a Letter of Intent by 5 p.m. ET February 15, 2023 to be considered for funding through this RFP. CWP reserves the right to extend the deadline for Letters of Intent should the initial response be deemed insufficient. Letters of Intent must be sent to rfp@capitalworkforce.org. A template is provided on the CWP website.

H. Appeal Procedure

Appeals shall be limited to violations of local, State or Federal laws, rules, and regulations. An appeal must identify an issue of fact concerning a matter of bias, discrimination, conflict of interest, or non-compliance with the CWP Procurement SOP process. Appeals not based on those conditions will be unilaterally rejected. Appeals will be rejected as without merit if they

are regarding such issues as evaluator's professional judgment on the quality of a proposal or CWP's assessment of its own needs or requirements.

The Proposer may request a post-procurement meeting at which time the Proposer shall specify the details related to the aforementioned violations. The meeting can be requested over the phone or in writing. An appeal meeting must be requested within five (5) business days of notification of non-award. In the meeting, the discussion is limited to the proposer's presentation of a matter of bias, discrimination, conflict of interest or CWP's non-compliance with procurement procedures. The President/CEO will issue a decision within five (5) business days of the appeals meeting. The decision is final and conclusive.

I. Debrief Request

Any proposer that receives notification of non-award may request a debrief. A debrief must be requested within ten (10) business days of notification of non-award. The debrief discussion is limited to a critique of the proposer's RFP response, i.e., specific factors regarding their proposal's weaknesses and strengths. Comparisons between proposals or evaluations of the other proposals is not considered in a debrief. CWP will respond to the request for a debrief within ten (10) business days of receipt of the request.

J. General Contract Requirements

The contract awarded to the proposer selected through this procurement will include terms and conditions required to ensure compliance with 2 CFR 200 and 2900, WIOA, and State of CT statutes and regulations. Proposers are encouraged to review CWP's current standard contract language to ensure that they understand and can accept the general and specific terms prior to award. Proposers who cannot agree to CWP's contract terms will not be awarded a contract and are advised not to submit a proposal. A copy of CWP's current standard contract is available for review at www.capitalworkforce.org. The standard contract is provided for informational purposes only; contract terms will be updated for 2023-24 to reflect changes in law, regulation, and/or CWP policy.

K. Conflict of Interest

CTDOL policy for conflict of interest for local Board membership:

No member of any Board shall cast a vote on the provision of services by that member or organization which that member directly represents, or vote on any matter, which would provide direct financial benefit to that member.

There will be no vendor representation on Board committees that make funding recommendations.

Board members who have vendor affiliations must disqualify themselves from any Board funding discussions and/or votes. This includes **direct and indirect** affiliation.

Additionally, Committee and Board members who are vendors should be excluded from the development of the RFP statement of work and the development of the evaluation and selection criteria.

CTDOL requirements adhere to 2 CFR 200.318(c)(1) general procurement standards codes of conduct:

“No employee, officer, or agent must participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a **real or apparent** conflict of interest. Such a conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated therein, **has a financial or other interest** in or a tangible personal benefit from a firm considered for a contract.”

Proposers must consider the CWP and DOL Conflict of Interest policy and disclose any conflict of interest or the appearance thereof by completing the disclosure section of the Proposal Cover Sheet.

PART III. SPECIFICATIONS AND STATEMENT OF WORK

A. CWP Goals, Objectives, and Performance Measures

1. Program Goals

The contractor selected through this RFP will be accountable for the following performance goals:

- Achievement of 100% of WIOA employment standards
- Achievement of 100% of JFES performance measures
- Achievement of 100% of grant program performance measures
- Achievement of customer satisfaction rate at or above 75%

2. Continuous Improvement, Innovation and Capacity Building

CWP is committed to improving its One-Stop system on an ongoing basis through staff development, the creation of new innovative techniques and strategies to serve a diverse range of job seekers, and the innovative use of technology to improve and expand services to job seekers and businesses and to enhance program delivery and design. CWP offers all customer-facing and business-facing services both in-person and virtually, as per the needs of the customer. The proposer’s plans for staff development, virtual service delivery, and for the use

of technology and innovative methods are critical indicators of organizational capacity and will be considered in proposal evaluation.

3. Services

CWP's goal is to provide the following services to job seekers during Program Year 2023-24:

Function	Service	Target Population
I	JFES Case Management	JFES job seekers referred by DSS
	Career Development & Preparation	CWP Program eligible & enrolled job seekers
	Individual Training Scholarships	CWP Program eligible & enrolled job seekers
II	Business Services	JFES, WIOA & CWP Program eligible & enrolled job seekers
III	Online & Technology-Based Learning & Digital Literacy	WIOA & JFES enrolled job seekers
IV	Remote Case Management and Training Support	CWP Program enrolled job seekers

Note: Business Services will support Function I, with lead responsibility for achieving job placement outcomes.

For planning purposes, the numbers served through the One-Stop Centers from July 2021 through June 2022 (the last completed program year) are provided below:

One-Stop Center	JFES	WIOA Adult	WIOA DW	Total
Bristol	56	7	13	73
East Hartford	13	3	7	23
Enfield	44	34	93	162
Hartford	510	315	511	1302
Manchester	79	63	112	239
New Britain	217	198	180	569
Total	919	622	916	2368

Services are provided from the One-Stop Center locations and are offered virtually upon request.

The Hartford Public Library satellite site serves walk-in customers as well as program-enrolled participants; 376 customers were served out of this site from July 2021 – June 2022.

The number of customers enrolled in CWP programs that were facilitated and supported virtually from July 2021 – June 2022 was approximately 600.

CWP aggressively pursues funding opportunities at the state and federal level to increase workforce development initiatives in the region. CWP reserves the right to expand and enhance program services should new funding become available. The contractor selected through this RFP will be required to plan, implement and manage new programs quickly, adding capacity through remote teams.

B. Service Delivery Requirements

CWP is seeking a provider to perform the functions of the North Central Region’s One-Stop service delivery model. Services are provided on site at one of the seven One-Stop centers, or remotely, in accordance with the guiding principles described in Part I of this RFP.

Function I: Career Development, Preparation and Customer Management Services

Function II: Business Services

Function III: Online Learning Facilitation, Digital Literacy & Instructional Support

Function IV: Program Implementation & Management

Function V: Outreach, Recruitment and Community Partnerships

These are the seven One-Stop locations in the North Central region where services are provided, six One-Stop centers and one satellite location:

Hartford: 60 Weston Street

Enfield: 170 Elm Street

Bristol: 430 North Main Street

Hartford Public Library Satellite: 500 Main Street

Manchester: 893 Main Street

New Britain: 260 Lafayette Street

East Hartford: 417 Main Street

Function I: Career Development, Preparation and Customer Management Services

The purpose of this function is to turn job seekers into qualified candidates for available jobs. The selected contractor will employ staff to deliver services designed to prepare job seekers for middle skill jobs and to meet the requirements of employers.

The successful proposer will demonstrate the capacity to develop and implement strategies to serve job seekers of all backgrounds and skill levels. CWP will prioritize services to diverse populations with barriers to employment in PY 2023 - 24, including persons with disabilities, ex-offenders, veterans and eligible spouses, people transitioning from homelessness, opportunity youth, and long-term unemployed individuals.

Guiding Principles:

- Contractor should use strategies that directly link job seekers to available employment opportunities.
- Contractor should provide employment preparation directly linked to articulated employer needs.
- Contractor should provide job-readiness preparation for job seekers with essential-skill gaps.
- Contractor should educate and advise job seekers on opportunities and career pathways in middle skill jobs in priority sectors.
- Contractor should advise job seekers on training opportunities that are directly aligned to employment opportunities within the customer's chosen career path.
- Contractor should deliver retention and career advancement services to help newly placed customers successfully navigate career pathways.
- Contractor should develop staffing structure to deliver exceptional customer service and establish performance accountability in a hybrid service delivery model.

Specific responsibilities include, but are not limited to:

1. Contractor will coordinate customer flow with CTDOL at the comprehensive One-Stop center, including movement from Wagner-Peyser labor exchange and employment services and TAA to WIOA career development and preparation services, training and job placement.
2. Contractor will staff the front door and career resource center services at the Enfield @ Asnuntuck Community College, Manchester, New Britain, East Hartford @ Goodwin University, Hartford Public Library and Bristol @ Tunxis Community College locations.
3. Contractor will provide support to the front office as needed at the comprehensive Hartford One-Stop center location.
4. Contractor will staff, support and manage the One Stop Call Center: the primary One-Stop phone line for job seeker and employer customers seeking services.
5. Contractor will provide triage and navigation services and information regarding One-Stop center services to meet the needs of job seekers.
6. Contractor will implement priority of service for veterans and eligible spouses in accordance with DOL and CWP policy and will coordinate intake and services for veterans with CTDOL.
7. Contractor will implement priority of service for job seekers with disabilities and other barriers in accordance with CWP policy.
8. Contractor will provide service management for all WIOA and JFES job seekers.
9. Contractor will provide intake, eligibility determination and certification, and follow-up for all WIOA customers in accordance with federal, state, and CWP policy and procedures.

10. Contractor will implement a structured assessment and career planning process for enrolled customers to determine their skill development, training and employment needs and will create comprehensive Individual Employment Plans for every individual.
11. Contractor will provide coaching with a career advancement focus towards middle skill jobs in high demand and emerging industry sectors identified by CWP.
12. Contractor will provide case management, career preparation, job-readiness, placement, and referral services to persons with disabilities, ex-offenders, opportunity youth and veterans and eligible spouses.
13. Contractor will provide in demand short-term skill development opportunities. Contractor will work with customers to realign customer skills to match employer demands.
14. Contractor will implement strategies to work with mid-career dislocated workers.
15. Contractor will assess customers for CWP sector initiatives and other non-WIOA/JFES CWP programs and will dually enroll appropriate customers to advance them to career pathway programs in construction, healthcare, manufacturing, information technology, transportation, distribution & logistics, and other emerging sectors.
16. Contractor will link young adult job seekers, ages 18 to 24, with CWP youth initiatives and relevant programs including WIOA Youth programs and will facilitate co-enrollment in the JFES and/or WIOA Adult and Youth programs in accordance with CWP directives and policies.
17. Contractor will employ Youth Career Advisors who will conduct intake, eligibility and enrollment into WIOA Youth and other CWP programs. Youth Career Advisors will take a youth-centered, holistic approach to advising and supporting youth participants.
18. Contractor will conduct intake, eligibility determination and enrollment sufficient to fill approximately 200 slots with CWP's WIOA Youth service providers.
19. Contractor will provide comprehensive WIOA Youth services to a caseload of a total of up to 50 Opportunity Youth, including assessment, creation of an Individual Service Strategy and issuance and management of ITA scholarships.
20. Contractor will provide access to in-house, in demand skills training available in-person and virtually.
21. Contractor will provide virtual access to 100% of all case management, career and support services for any and all customers who opt to participate remotely.
22. Contractor will implement the ITA scholarship application process for programs with proven results and priority sectors.
23. Contractor will screen and refer candidates for OJT and subsidized employment; Career Preparation staff will coordinate with the Business Services Unit to make appropriate matches.
24. Contractor will provide direct services at least once monthly to all enrolled customers, and more frequently as per individual customer needs.
25. Contractor will provide continuous engagement of job seekers in services until they enter employment.
26. Contractor will serve as site custodian and provide site management of CWP-leased One-Stop centers in Hartford, Enfield, Manchester, East Hartford, Bristol, and New Britain.

27. Contractor will provide WIOA career services and referral to training in accordance with federal, state and CWP policies and procedures.
28. Contractor will provide JFES case management and subsidized employment services in accordance with state and CWP policies and procedures, including, but not limited to, the requirements detailed at Appendix A.
29. Contractor will implement strategies to ensure that the required JFES/TANF work participation rates are met.
30. Contractor will provide services in support of CWP's initiatives, including, but not limited to, Ticket To Work (TTW), Jobs Funnel, and the Best Chance program for former offenders.
31. Contractor will refer customers to partner agencies for wrap around services such as mental health, housing, substance abuse and financial literacy ensuring job seekers are job ready.
32. Contractor will record and track referrals made to various partner agencies and community resources.
33. Contractor will be responsible for reporting progress toward contract outcomes to CWP monthly.
34. Contractor will deliver effective and comprehensive services in a hybrid, in-person, and virtual capacity.

Function II: Business Services

Business Services Unit: In close collaboration with CWP's Manager of Business Engagement and business services team, the dedicated Business Services Unit (BSU) will respond to the workforce development needs of the North Central CT business community. BSU activities will include outreach and engagement, needs assessment, job development, candidate screening, and job placement with the goal of long-term employee retention. The BSU will be equipped and able to deliver services and manage job seeker and employer relationships. The BSU will maintain business relationships and track services delivered in accordance with policies set by the CWP Manager of Business Engagement.

The BSU will be responsible for developing a clearinghouse of job-ready candidates. The BSU's primary focus will be to place these job-seeker customers into full-time, unsubsidized jobs through the provision of job placement services heavily informed by employer relationships and business development efforts. The BSU, in coordination with CWP business services staff will fill job orders and respond to requests for recruitment support and other services. CWP reserves the right to interview candidates referred to these positions to validate their qualifications, job readiness, and appropriateness for a position.

CWP, in partnership with the contractor BSU, will be responsible for business engagement and relationship management within its priority sectors of healthcare, manufacturing, information technology, transportation, distribution & logistics, and construction.

Guiding Principles

- Working with CWP's Manager of Business Engagement and team, the BSU should employ business development strategies that demonstrate an understanding of the most promising employment opportunities in the North Central region with an emphasis on middle skill jobs recognizing employer needs and the skills mismatch with customers.
- The BSU should remain abreast of all current Labor Market Information and should provide regular updates, training sessions and TA to the One-Stop staff.
- The BSU should embody a business-driven approach, where a comprehensive understanding of employer talent needs in a hybrid labor market is the first step toward successful recruitment services.
- Where significant employer needs cannot be met, as evidenced by unfilled job orders or through direct employer feedback on job seeker referrals, the BSU will develop a strategy by which job seeker trainings, including online learning and ITAs, will become more responsive to these needs.
- The BSU should possess an in-depth understanding of employer hiring requirements and job seeker attributes that lead to placement and retention.
- The BSU should build relationships with a range of employers to develop employment opportunities for AJC customers with varying levels of responsibility, experience requirements, and compensation levels.

The BSU's primary focus will be to provide job development services and to place enrolled job seeker customers into full-time, unsubsidized jobs through the provision of job placement services heavily informed by employer relationships and business development efforts. The BSU will keep the Career Development and Preparation staff informed of the types of employees and skills in demand by the region's employers.

Specific responsibilities include, but are not limited to:

1. Contractor will establish a Business Services Unit (BSU) to identify and develop job openings, complete with skill and training requirements, on an ongoing basis. As job openings are identified, contractor will ensure that jobs are entered into CTHires.
2. Contractor will be required to document job openings received and future employer needs, candidates and referrals through CWP's ETO online data system.
3. Contractor will develop profiles on specific employers to identify potential workforce needs.
4. Contractor will ensure that each customer is prepared for employment by certifying employment skills and competencies and ensure that each customer has a professional resume to assist in his or her job search. In concert with Career Development and Preparation staff, the BSU will screen each customer for any job specifications and ensure that customers referred to specific jobs meet the qualifications and are prepared for employment.

5. Contractor will develop opportunities for OJT and subsidized employment with business customers; develop subsidized employment contracts with businesses; manage the recruitment, screening and matching of job seekers into these opportunities; and provide tracking and support to the businesses and trainees.
6. Contractor will work with CWP Employer Engagement Team to refer customers to OJT opportunities. OJT contracts are administered by CWP; Contractor may become responsible for OJT contracting contingent upon available funding.
7. The BSU will have lead responsibility for working with each enrolled customer to achieve job placement.
8. Contractor will continually research labor market information to keep abreast of trends and shifts in the employment ecosystem in the North Central region.
9. Contractor will ensure that participants retain their new employment through on-going support and reinforcement based on their assessed needs.
10. Contractor will be responsible for reporting progress toward contract outcomes to CWP monthly.

Function III: Online Learning Facilitation, Digital Literacy & Instructional Support

The purpose of this function is to drive service delivery to create a ready pool of job seekers through facilitated, technology-based learning in a hybrid service delivery environment. A menu of services will be created and implemented based on labor market information, as well as employer needs versus customer skills and assets. All Online Learning Center services and programs will be available and offered both virtually and in person at American Job Center sites.

Guiding Principles

- Maximize the use of technology for skill development within the One-Stop centers.
- Implement a structured assessment and career planning process for enrolled customers to determine their skill development needs.
- Provide enrolled customers with technology-based learning tools to build skill and enhance the digital literacy of customers.
- Where One-Stop centers are co-located with colleges, offer job readiness and awareness tools; CWP will leverage digital skills training with the college.
- Provide employment preparation including:
 - Resume Creation/Critique
 - Cover Letter Creation/Critique
 - Interview Skills
 - Job Applications & Job Search Strategies
- Provide short term online training through sources such as Metrix for online certifications.

- Provide full-time staffing of Online Learning Centers, aligned with each center's operating schedule.
- Provide customers with digital literacy support and training, using North Star and/or other dedicated digital literacy tools and resources that are accessible in-person and virtually.
- Continuously evaluate, update, and expand the use of technology and online tools available to customers.
- Ensure that all One-Stop center staff members have the necessary skills to facilitate technology-based learning for job seekers.
- Provide training for staff to ensure the distribution of customer-facing important technology-based updates, programs or initiatives.

Specific responsibilities include, but are not limited to:

1. Contractor will staff online learning facilitators at six One-Stop centers.
2. Contractor will develop and implement an intake and referral process to ensure that Online Learning Center services are provided only to enrolled WIOA and JFES customers, and that activities are tracked in CTHires.
3. Contractor will track customer enrollments and service delivery into online and technology-based learning in CWP's ETO system.
4. Facilitators will assist customers to register for, navigate, and successfully complete online learning, including but not limited to computer literacy instruction, job search simulations, and software training programs.
5. Contractor will research online learning and technology-based tools for job search and workforce skill development on an ongoing basis and recommend implementation of new products to CWP.
6. Contractor will deliver curriculum instruction, in-house, to enrolled WIOA and JFES customers as requested by CWP.
7. Contractor will maintain a regular schedule of skill-building workshops made available to all WIOA and JFES enrolled customers, adapting the menu of workshops as needed to address the needs of job seekers.
8. Contractor will be responsible for reporting progress toward contract outcomes to CWP monthly.

Function IV: Program Implementation and Management

The purpose of this function is to respond to the operational needs of the growing ecosystem of North Central programs and services and to ensure coordinated, aligned, and cohesive delivery of services across the One-Stop system. CWP aggressively pursues new grant opportunities throughout the State of Connecticut and as grants are awarded, the Contractor will be available to respond, staff and implement service-delivery programs of various sizes, across various populations of customers.

The contractor will hire grant-funded staff who are able to complete their duties 100% remotely and who do not require the use of One-Stop Office workspace. The contractor will assemble remote team(s) that will be responsible for the implementation, management, and direct service provision of non WIOA and JFES CWP Programs. Remote team(s) staff should be primarily separate and apart from core One-Stop and WIOA and JFES staff, with minimal overlap of management and support staff.

Guiding Principles

- Create capacity, through hiring of fully remote team(s), to implement CWP non WIOA/JFES full-service programs.
- Implement a remote program management structure that is responsive, nimble and functions as an extension of the One-Stop management system.
- Provide a full array of high-quality services to CWP program-enrolled customers from a remote capacity.
- Collaborate extensively with the site-based One-Stop team to ensure cohesion and alignment at all times.
- Continuously evaluate, update, and enhance the remote service-delivery model to ensure sustained engagement and customer success.
- Provide ongoing training and TA for staff to continually enhance remote service-delivery methods and techniques.
- Ensure that all remote team(s) staff have the necessary skills and experience to facilitate remote service delivery to job seekers.

Specific responsibilities include, but are not limited to:

1. Contractor will hire a full complement of remote staff that may include supervisors, coordinators, case managers, facilitators, business services representatives, program finance staff and communications staff to support the needs of each new grant/program that is awarded.
2. Contractor's remote team(s) will collaborate with One-Stop staff to ensure the seamless delivery of services and maximize co-enrollment and resource leveraging opportunities.
3. Contractor will provide some or all of the following services 100% virtually: outreach & recruitment, intake & enrollment, case management & career advising, dissemination of incentives and supportive services, and job placement support.
4. Contractor will issue supportive service and incentive payments on the agreed upon schedule required by the grant.
5. Contractor shall develop capacity to provide minimal in-person services to program customers, as the need arises; for example, contractor will have the ability to deliver a laptop to a customer in person.
6. Contractor will participate in weekly meetings with CWP Program Managers who oversee CWP programs and monitor service delivery.

7. Contractor will assume responsibility for the program outcomes associated with each individual program, as per the agreed upon contract.
8. Contractor will track customer enrollments and program outcomes in CWP's ETO system.
9. Contractor will develop and maintain clear and equitable remote-work policies and procedures that govern the working conditions and responsibilities of employees who work from home.

Function V: Outreach Recruitment and Community Partnerships

The purpose of this function is to effectively promote One-Stop System programs and services and support the recruitment of participants into WIOA and other CWP Programs. The successful proposer will demonstrate a robust, service-oriented approach to relationships and partnership building. Proposer will both cultivate existing partnerships and will create new opportunities for collaboration with community partners.

Guiding Principles

- Contractor should seek out opportunities to promote One-Stop System programs and services via social media, orientations, presentations, and tabling opportunities throughout the community.
- Contractor should be responsive to partner outreach and identify new potential strategic partners within the community to generate referrals and co-enrollments that support customer needs.
- Contractor should work to create a steady stream of referrals into the One-Stop System from various sources.
- Contractor should create and maintain up-to-date outreach materials that promote the various One-Stop System services (i.e. flyers, posters, brochures).
- Contractor should remain informed of and aligned to CWP's outreach and marketing strategy.
- Contractor should remain informed of new outreach & recruitment strategies and implement new and innovative approaches to outreach wherever possible.

Specific responsibilities include, but are not limited to:

1. Contractor will staff tables at various events (job fairs, community events, school events) to promote One-Stop programs and services.
2. Contractor will be responsive to the requests of partners to provide information and orientations about One-Stop programs and services.
3. Contractor will meet with community partners to identify opportunities for collaboration and cross-agency referrals and will keep CWP One-Stop Manager informed of all meetings and activities.

4. Contractor will create flyers and promotional materials as needed to promote CWP programs and services.
5. Contractor will manage and maintain the American Job Center Facebook page to continually engage and increase followers.

C. Staffing Considerations

Staff Qualifications

CWP is committed to developing and maintaining a highly qualified staff to deliver the One-Stop system services. Towards that outcome, CWP encourages potential contractors to align essential staffing qualifications with the requirements for national workforce development credentialing from the National Association of Workforce Development Professionals (NAWDP). Staff being considered for employment as career agents, business services consultants, facilitators, and/or supervisors and managers must meet minimum NAWDP education/experience qualifications. These qualifications are desired, but not required, for customer service specialists, program support staff and facilitators. Education must be from an accredited institution. At least 12 months of experience within the past 24 months should be directly related to one or more of the following workforce development activities:

- the facilitation of processes by which individuals identify, prepare for, obtain and maintain employment, careers and self-sufficiency; and by which businesses, other employing organizations and communities develop, access and retain a workforce that enables them to maintain and improve their economic competitiveness.
- directly providing workforce, employment or counseling services to customers
- planning, evaluating and managing organizations that provide workforce development services to customers

Desirable Education and Experience for Contractor Management staff:

- Graduate degree and 5 years of experience
- Bachelor's degree and 10 years of experience

Desirable Education and Experience for essential contractor staff:

- Graduate degree and 1 year of experience
- Bachelor's degree and 2 years of experience

Resumes submitted with the proposal must demonstrate that proposed staff meet or exceed the qualifications.

Basic Core Workforce Competencies for One-Stop System Staff: CWP expects staff to demonstrate competency in the following areas:

- Business and Economic Development Intelligence
- Career Development Principles
- Collaboration and Problem Solving
- Customer Service Methodology
- Diversity in Workforce Development
- Labor Market Information and Intelligence
- Principles of Communication
- Program Implementation Principles & Strategies
- Workforce Development Structure, Policies and Programs

These and related competencies are included in Global Career Development Facilitator training and through on-line training offered through Dynamic Works Institute at www.dynamicinstitute.com. Information may be found through the National Career Development Association, www.ncda.org, and the National Association of Workforce Development Professionals, www.nawdp.org. All One-Stop center staff will be required to achieve Core Certification through one of these programs, or be credentialed by NAWDP.

In addition to core workforce development certification, CWP desires that the One-Stop system staff complement includes Certified Professional Resume Writers. Information about this certification is available through the Professional Association of Resume Writers and Career Coaches at www.parw.com.

Professional Development

Proposer will submit a professional development plan for One-Stop staff as Attachment H. The selected contractor will work with CWP to coordinate and implement the plan. The plan should include cost estimates, but those costs should not be included in the proposal budget. CWP will administer a staff development fund on behalf of the One-Stop system.

Contractor staff will be required to participate in all training activities required by CWP, including training related to implementation and use of ETO and CTHires.

Anticipated Staffing Levels

Proposers will be required to detail their planned staffing structure for management and supervision, and present an organizational chart that illustrates where this project fits into their overall organization. Proposers should submit a plan for staffing levels based on experience and program requirements. For planning purposes please note that the onsite front-line staffing level for PY22-23 is:

Customer Service Specialists: 6 FTE
Career Advisors: 27 FTE
Youth Career Advisors: 2 FTE
Former Offender Retention Specialists: 2 FTE
Business Services Consultants: 6 FTE
Online Learning Trainers/Facilitators: 4 FTE

Please note that front-line managers and supervisors are not included above. CWP encourages proposers to develop a streamlined management structure with a project director to serve as the single point of contact with CWP, and an efficient ratio of supervisors to front-line staff.

Proposer should also present a plan for the staffing and management of remote team(s) to support current and new remote non WIOA/JFES programming. For planning purposes, remote team staffing levels will fluctuate as programs begin and end. The following remote staff are planned for PY22-23:

Program Director: 1 FTE
Program Manager: 1 FTE
Career Advisors: 8.5 FTE
Finance Coordinator: 1 FTE
Staffing Specialist: .5 FTE
Customer Service Representative: 1 FTE
Support Staff: .6 FTE

Proposers should set competitive salaries based on local labor market information. The minimum annual salary for Case Managers/Career Advisors is \$45,820 in accordance with CTDOL requirements.

Current Contractor Staffing Consideration

CWP must ensure that services to customers currently enrolled in CWP Programs will not be interrupted. To achieve the goal of minimal disruption, CWP is requiring that the successful proposer consider hiring the incumbent staff of the current contractor, taking into account the job criteria and characteristics required for each position to deliver the functions detailed in this RFP. This consideration is required by CWP to ensure that currently enrolled customers do not experience unnecessary interruption of services and that follow-up services are ongoing to ensure that CWP meets all performance standards. CWP is requiring that any new vendor interview incumbent staff, including supervisory staff, who apply for similar positions and who meet or exceed the job criteria and requirements.

Required Contractor Staff Positions

Customer Service Representatives

The Customer Service Representatives are responsible for initial customer contact in the One-Stop centers. They will ensure that customers are greeted, logged into CTHires and directed to appropriate activities including, but not limited to, career resource centers, program orientations, job search workshops, or individual appointments. Representatives will be responsible for performing a triage process to identify appropriate candidates for WIOA services, and other CWP grant programs. The Customer Service Representative is also responsible for attending to the American Job Center Call Center, answering incoming phone calls, checking messages and responding to general inquiries.

Former Offender Retention Specialists

The Former Offender Retention Specialists provide case management, counseling and support services to former offenders, for those who are employed at enrollment, with the objective of assisting them to maintain continuous employment and to minimize the duration of any gaps in employment for a period of two years.

Career Advisor: WIOA Adult and Dislocated Worker

WIOA Career Advisors assess job seekers for career development and preparation services. Through assessments, the Career Advisors determine the most appropriate path to quickly return job seeker customers to work. Career Advisors conduct WIOA screening, intake and enrollment for job seekers, and provide them with career development and preparation services including the development of an Individual Employment Plan (IEP) tailored to the specific customer's needs. In addition, Career Advisors refer customers to other One-Stop resources, including online learning centers, the BSU, and partner workshops. Career Advisors are responsible for tracking enrolled customers through all interventions, including technology-based learning in the One-Stop centers, occupational training through ITAs, and CWP sector initiatives, and ensure that they acquire skills to be competitive for employment. This team is also responsible for referring customers for job placement after training completion. Some Career Advisors will be assigned targeted populations such as opportunity youth/young adults (up to age 24), ex-offenders, persons with disabilities, mid-career dislocated workers, and long-term unemployed individuals.

Career Advisor: WIOA Youth

WIOA Youth Career Advisors work directly with CWP and other WIOA Youth providers. They identify One-Stop customers ages 18 – 24 through initial assessment and inform them of available WIOA Adult, WIOA Youth and partner services. WIOA Youth Career Advisors conduct WIOA intake and eligibility determination, and refer eligible youth to an appropriate, industry-focused WIOA Youth provider that best fits the youth's suitability and career pathway interests, or to other appropriate resources. WIOA Youth Career Advisors assist CWP with recruitment for special programs targeted to youth and young adults, and conduct outreach to community-based organizations, education providers, correctional offices, and other youth-serving entities.

regarding youth services provided at the One-Stops as well as through WIOA Youth providers. Career Advisors will maintain a caseload of 50 participants, providing full assessment, Individual Service Strategy development, case management, and implementation of the ITA process for WIOA Youth.

Career Advisor: JFES

JFES Career Advisors are responsible for facilitating JFES orientations, conducting assessments, developing an Individual Employment Plan (IEP) with customers in accordance with JFES policies, providing ongoing case management, assisting customers with support services, ensuring customer compliance with JFES requirements including work participation rates by referral to and tracking of countable work activities, and preparing customers for job placement through the BSU. JFES Career Agents will track all activity hours in CTHires and will implement the sanctioning process when needed to address non-compliance.

Facilitators

Facilitators will provide guidance and coaching to job seekers engaged in online and technology-based learning in the One-Stop centers, as well as user management, learner tracking, and reporting. Facilitators will assist with career preparation services including but not limited to resume creation, digital literacy instruction, jobs search assistance and mock interviews. They will act as the primary facilitators and will offer train-the-trainer sessions to increase capacity. Facilitators are responsible for reviewing the technology-based learning resources available in the One-Stop centers and developing capacity building initiatives to ensure that all One-Stop center staff have the capability to assist customers to use the resources. Facilitators will identify new technology-based learning resources for consideration by CWP. Facilitators will staff drop-in classrooms in all six One-Stop centers.

Business Services Consultants/Job Developers

Business Services Consultants are responsible for staffing the BSU. They will engage regional employers and identify job openings, then match appropriate candidates to meet their hiring needs. Additional responsibilities include implementing a process to track the qualifications of active job seekers, screening job seekers to ensure that they are job ready before matching them with employer openings, consulting with job seekers to provide specific industry insight and advice, reviewing and customizing job seeker resumes, researching prospective target employers with high-volume hiring needs, and developing, cultivating and maintaining relationships with key employers. Staff will be assigned to develop subsidized employment positions for JFES customers, and will work closely with the JFES Career Agents to implement the subsidized employment program. The BSU will maintain knowledge of current Labor Market Information (LMI).

D. One-Stop Services Coverage

Contractor will ensure that staffing levels are adequate at all times to ensure contract compliance, the delivery of high-quality services, the attainment of program objectives and the management of funds, MIS, internal performance audits and reporting functions.

Contractor must staff all One-Stop offices on every business day, excluding State of Connecticut Holidays. Office closures due to exceptional circumstances such as power failures, inclement weather, and closures by building management must be reported to CWP. At the Hartford site there must be a manager on duty at all times. A site custodian must be designated to support the Manchester, Bristol, East Hartford, New Britain, Hartford Public Library, and Enfield offices.

If contractor staff is absent the contractor is still responsible for the work described in the contract scope of services. CWP will monitor contractor staff absence rates and reserves the right to require the contractor to provide a plan to ensure service delivery is not interrupted by providing replacement staff at no cost to the CWP contract after 15 consecutive business days. In general, CWP is not liable for the use of or payment for any personal, vacation or sick time beyond the contract period.

PART IV. PROPOSAL NARRATIVE

The Narrative is the body of the proposal and should give reviewers a clear picture of the proposer's experience with and capability to deliver the services requested in this solicitation. **The narrative should be no longer than 25 pages.**

The Narrative should demonstrate the capacity of the proposer to deliver the five functions described in this solicitation: Career Development, Preparation and Customer Management, Business Services, Online Learning Facilitation, Program Implementation and Management and Outreach & Recruitment. Narrative consists of the proposer's responses to questions 1 – 37, in sequence, supplemented with requested attachments.

A. Overall Organizational Capacity

1. Please provide a compelling business case as to why your organization should be selected to deliver One-Stop services in the North Central CT region.
2. What is the mission of your organization? List your organization's objectives and describe how they relate to workforce development.
3. What is the primary location of your organization? Is it licensed to do business in Connecticut?
4. How large is your organization? What is your annual budget for 2022-23, and how many employees do you have? For national organizations, state the number of employees nationwide, and the number of employees in Connecticut for 2022-23.
5. Does your organization have a central office that supports operations in various sites? If so, please describe the central office's role in supporting this North Central work.
6. What is your approach to implementing new programs?

7. Please describe a new program that you have implemented in the past two years, including the timeline, the team involved, and the activities.
8. Please describe your capacity to deliver hybrid services both in-person and virtual.
9. Please describe your capacity and previous experience hiring and managing remote teams.
10. Describe your vision and your plan for innovation and the use of technology in delivering services to job seekers and to businesses.
11. Describe how you use data to support decision-making in existing programs.
12. Describe how you use technology to manage existing programs and simplify processes and procedures.
13. Has customer satisfaction with your organization's services been assessed? If so, please describe the method and results.
14. Describe your overall management plan for delivering services with an innovative customer centered approach and how it incorporates systems, procedures and controls that will ensure contract compliance, delivery of high-quality services, and achievement of program objectives.

Provide the following attachments to your proposal:

- 1) Attachment D: Complete the checklist and attach all the documents listed.
- 2) Attachment E: High level organization chart showing how the CWP program will fit into the overall organizational structure.
- 3) Attachment F: Program level organization chart showing proposed staffing structure for CWP contract.
- 4) Attachment G: Job Descriptions for all positions within proposed staffing structure, and resumes for all individual staff identified to date for roles on the CWP contract, labeled with the position title.
- 5) Attachment H: Professional Development Plan, including cost estimates.
- 6) Attachment J: A Work Plan for the initial period of contract operations.
- 7) Attachment K: Completed reference list.

B. Career Development, Preparation and Customer Management

15. Describe the current capacity of your organization to provide career development, preparation, and customer management to 2,000 WIOA job seekers and customers annually. List similar programs that are currently in operation, and similar programs that you have operated in the past two years. Include the numbers of job seekers served.

16. Describe the current capacity of your organization to provide case management to up to 2,000 JFES participants annually. List similar programs that are currently in operation, and similar programs that you have operated in the past two years. Include the numbers of individuals served.
17. Describe the current capacity of your organization to recruit and staff remote teams to support 600 or more program-enrolled job seekers annually.
18. Describe your proposed method for aligning the intensity and frequency of contact, counseling and coaching with the level of job seeker needs.
19. Describe the strategies that you have implemented to meet the mandated TANF work participation rates for JFES clients and state the results you have achieved.
20. Describe your approach to career preparation with job seekers in each segment of the target population: JFES customers, opportunity youth, individuals with barriers to employment, low-income adults, individuals with disabilities, ex-offenders, veterans, and dislocated workers including mid-career professionals, older workers and the long-term unemployed.
21. Provide examples of innovative strategies or programs that you have designed in your work with job seekers and describe the results.
22. Describe how you will assess customer skills and interests and include any assessment tools or methods you have had success with.
23. Describe how you will incorporate technology into career development and preparation services.

C. Business Services

24. Describe your organization's current capacity to engage the North Central CT business community in workforce development programs.
25. Describe your experience with business engagement. Include the number and types of businesses engaged, types of services provided, and number of job openings filled.
26. Describe any linkages that you have with North Central CT businesses in the target sectors of Healthcare, Advanced Manufacturing, IT and Construction.
27. Describe your organization's capacity to develop OJT, subsidized employment, and internship opportunities.

28. Describe your approach to job seeker facing business services and support.
29. Describe your experience and performance in job placement for adults, dislocated workers, opportunity youth, persons with disabilities, and individuals with barriers to employment. You should be able to demonstrate specific, documented job placement performance in the past two years that will be corroborated by the references listed at Attachment K.
30. Describe your organization's method for obtaining, reporting, and educating staff about labor market information, trends and changes affecting the workforce.

D. Online Learning Facilitation, Support and Capacity Building

31. Describe your organization's technical training capacity and experience.
32. Describe your method for researching and selecting technology-based and online learning products.
33. List the technology-based and online learning products that you have used with job seekers in the past two years, including the learning objectives for each one.
34. Describe how you have evaluated learner readiness for specific technology-based and online learning programs.
35. How many learners have you served in the past two years, and what results have they achieved?
36. Please describe placement results you have achieved through online and technology-based strategies.
37. Describe your approach to staff development and capacity building. How will you implement a train-the-trainer model?

PART V. BUDGET

The budget package includes five parts, which should be assembled in the following order:

1. Narrative Justification (sample template provided may be used)
2. Budget Detail
3. Front-Line Staff Chart
4. Management Staff Chart
5. Staff Allocations Chart

Line Item Budget: Complete the budget forms provided by CWP. When preparing your budget, please be sure to include only those costs that are necessary, allowable, and reasonable, consistent with Federal Uniform Guidance at 2 CFR 200 and the State of Connecticut Office of Policy Management Cost Standards.

Limitation on General Overhead & Administrative Costs or Indirect Costs: General Overhead and Administrative or Indirect costs will be reimbursed on a monthly basis at a rate of no more than 10% of direct personnel expenditures (salary and fringe benefits) only.

Administrative costs include those costs associated with performing the following administrative functions: 1) accounting, budgeting, financial and cash management functions; 2) procurement and purchasing functions; 3) property management functions; 4) personnel management functions; 5) payroll functions; 6) coordinating the resolution of findings arising from audits, reviews, investigations and incident reports; 7) audit functions; 8) general legal services functions; and 9) developing systems and procedures, including information systems, required for those administrative functions. These costs may not be included in the direct cost line items.

Limitation on Profit: For-profit providers may earn profit in an amount of no more than 5% of direct personnel expenditures (salary and fringe benefits) only. Profit will be earned based on achievement of established performance goals.

No Facilities or Equipment: Proposer should not include facility costs, including space rental, computers, copiers, telephone land lines or other equipment, in its budget. CWP will provide laptops for all staff, and will support facility costs for all staff working at its One-Stop locations.

Use of Vendors: Any services to be provided by third-party vendors must be identified, and the narrative must describe how the vendor was selected. CWP contractors must demonstrate compliance with state and federal procurement regulations in their own purchasing of goods and services. Vendor contracts between related parties may not include profit.

Front-Line Personnel Costs: Costs for each staff position should be presented in the aggregate on the Front-Line Staff Chart included in the budget package. Proposer should indicate where positions are onsite or remote. All onsite front-line staff must spend 100% of their time on the CWP contract. Fringe benefits must be itemized and calculated on the Front-Line Staff Chart.

Management Personnel Costs: Salaries of organization/corporate level management positions and onsite management, supervisory and support staff should be presented on the Management Staff Chart. Fringe benefits must be itemized and calculated on the Management Staff Chart.

Staff Allocations: List only positions that will be partially charged to the CWP One-Stop contract. Show the percentage to be charged to the proposed contract, the percentage to be

charged to other CWP contracts (if any) and the percentage to be charged to other, non-CWP sources.

Staff Travel: CWP reserves the right to approve contractor's travel expenses. All travel expenses, including air fare and accommodations, must be purchased at the lowest available cost. Conference fees are not travel costs and should be included in the Other Direct Costs line item.

Budget Narrative: Provide a budget narrative to describe how your organization arrived at the program costs being proposed. For each cost within each line item, specify the quantity and unit cost as well as the total cost. For services purchased from a third-party vendor, identify the vendor and basis for selection, i.e., competitive bid, request for quotes, etc.

The budget will be evaluated based on cost-effectiveness, accuracy, and completeness. The method of cost calculation must be provided for each budget line item.

Line Items and Calculation

The Budget Narrative should clearly detail all costs within each line item, including the quantity and method of calculating the cost.

Staff Salaries: complete the Front-Line Staff Chart, Management Staff Chart, and Management Staff Allocations pages of budget package.

Fringe Benefits: list each fringe benefit item and calculation on the staff charts.

Staff Travel:

- Local travel: indicate number of employees x number of miles x mileage rate. In the narrative specify the positions that will travel.
- Out of state travel: indicate the positions that will travel and the purpose and destination of travel, and show the calculations for transportation, accommodations, and meals. Do not include travel associated with the professional development plan.

Instructional Resources: List the type of resources, including online learning programs, the number to be purchased, and cost per item.

Consumable Supplies: List the type of supplies and cost calculation per individual or per month for each item. Differentiate between supplies for staff use and customer use. Non-instructional software should be included as consumable supplies.

Other Direct Costs: A description and cost calculation methodology for any direct costs not included in the other line items must be provided.

General and Administrative or Indirect Costs: Up to 10% of salary and fringe benefit costs may be budgeted. Proposers with federally approved indirect cost rates may request their rate, up to a maximum of 10%, supported by documentation from the cognizant federal agency.

Profit: Up to 5% of salary and fringe benefit costs may be budgeted by for-profit proposers only. Profit will be paid based on performance.

Note: The costs of participant supports, subsidized employment wages, and fringe benefits should not be included in the proposal budget. These costs will be negotiated upon award of a contract.

PART VI. SUBMISSION REQUIREMENTS

A. Proposal Instructions

Proposals will be submitted electronically through CWP's secure portal. A link will be issued to proposers that attend the Bidders' Conference. The proposal submission will consist of the following elements:

1. Cover page
2. Certifications and Assurances, signed electronically in Adobe, or signed in blue ink and scanned.
3. Complete proposal in PDF format, in the order specified, with page numbers.
4. Narrative in Word format, up to twenty-five 8 ½ x 11 inch pages, single-spaced, in 12 point font with 1-inch margins.
5. Budget in Excel format.

CWP will NOT pay for any expenses incurred prior to the execution of a contract or issuance of a formal Letter of Award. Please be advised that CWP monitors all programs at least once during a contract period. Contractors will be required to provide documentation of expenses as related to the negotiated budget upon request. Proposals may be withdrawn by written notice. Withdrawals will be accepted at any time up to execution of a contract.

B. Format/Required Attachments

Proposals must be assembled in the following order. Items that are **not** a form provided with the RFP are underlined.

1. Attachment A - Cover Page, filled out completely.
2. Attachment B – Certifications and Assurances, signed by proposer's authorized signatory.
3. Table of Contents
4. Attachment C – Submission Checklist Form must be completed and signed.
5. Attachment D – Organizational Status and Capacity Checklist Part I & II
6. Copies of documents listed on Attachment D

7. Attachment E – High Level Organization Chart – proposer’s entire organization including CWP program
8. Attachment F – Program Level Organization Chart – proposed staffing structure for CWP contract including all levels of management and front-line staff, including remote staff
9. Attachment G –Staff Job Descriptions labeled with employee name, when known, paired with Staff Resumes labeled with job title
10. Attachment H – Professional Development Plan
11. Attachment I – Proposal Narrative
12. Attachment J – Work Plan
13. Attachment K – Reference List
14. Attachment L – Budget – 4 worksheets, plus narrative

C. Proposal Evaluation Criteria

Primary consideration in the selection of service providers takes into account whether the organization meets the basic eligibility criteria described at Part II, F. and has:

- Adequate financial resources or the ability to obtain them
- The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals
- A satisfactory record of past performance
- A satisfactory record of integrity, business ethics and fiscal accountability
- The necessary organization, experience, accounting and operational controls
- The technical skills to perform the work

Evaluation on the above criteria is intended primarily to determine whether proposers meet the basic requirements for management of state and federal funds and service delivery. CWP may request additional documentation as necessary to confirm that these criteria are met.

Those documents include:

1. List of all state and federal grants and contracts for FY22 and FY23
2. Copies of fiscal and administrative policies & procedures for procurement, internal controls, conflict of interest
3. Human Resources policy and procedures
4. Copy of Articles of Incorporation
5. Copy of By-Laws
6. Copy of most recent 990 tax return (for non-profits)
7. Name and description of accounting system
8. Name and description of system used to track and account for employees' time

Proposals from organizations that meet the standards outlined above will be rated based on the following evaluation factors:

Criteria	points
Capacity to deliver Career Development & Business Services	25
Overall Organizational Capacity	20
Budget – Competitive/Reasonable Cost	20
Capacity to implement and manage new programs	15
Capacity to deliver Online Learning Facilitation	10
Capacity to deliver Outreach, Recruitment & Community Partnerships	10
TOTAL	100

The top scoring proposers will be required to deliver a presentation to the CWP selection committee, and to participate in an interview process.

The successful proposer will be selected based on:

- Proposal Score
- Quality of References
- Interview Results

ATTACHMENT A - Proposal Cover Sheet



Capital Workforce Partners
2023-24 One-Stop Services Request for
Proposal Due Date: March 25, 2023 -
5:00 pm EDT

Name of Proposer Organization:

Proposer Organization FEIN:

SAM Unique Entity ID:

Contact Person Information

☐

Name:

☐

Title:

☐☐

Telephone:

Email Address:

Organization Status

Public Non-Profit Corporation

Private For-Profit Corporation

Government

Other: (specify)

Proposer Location (headquarters)

Street:

City:

State:

Zip:

Proposer Mission Statement

Proposer Capacity

Number of Years in Operation:
FY23 FTE:

Total FY23 Budget:

Total

Proposal Budget Summary	Proposed Cost	% of Total	# of FTE
Front Line Personnel Costs			
On-Site Management Costs			
Organizational/Corporate Management Costs			
Other Direct Costs			N/A
General & Administrative or Indirect Costs			N/A
Profit (if proposer is a for-profit entity)			N/A
Total			0.0

CERTIFICATIONS

On behalf of the proposing organization named on Attachment A
(Proposer) Proposer Name:

1. The individual signing certifies that they are authorized to contract on behalf of the Proposer listed on Attachment A.
2. The individual signing certifies that all information in this proposal is true and correct, the document has been duly authorized by the governing body of the Proposer, and the Proposer will comply with the attached assurances if a contract is awarded.
3. The individual signing certifies that they have read and understand all the information in this Request for Proposal, including the cost reimbursement payment schedule and the programmatic and service delivery requirements.
4. The individual signing certifies that any financial or other relationships with CWP Board Members or Staff are disclosed below. Check here if there are none: ☐

Disclosures: List the name and title of each person that has a relationship with a CWP Board or staff member and list the name and role of the person associated with CWP or Board member.

Name and title of Proposer's staff or board member who has or who's immediate family member or partner has a relationship with CWP Board or staff member.

Name of the CWP board or staff member and nature of the relationship (e.g., spouse, parent, child, sibling).

Name, Title

Name, Relationship

1.

1.

2.

2.

3.

3.

4.

4.

ASSURANCES

I recognize that I must give assurance for each item below. If I cannot, this proposal will be automatically rejected.

The assurances are:

1. I am authorized by my Board of Directors, Trustees, other legally qualified officer, or as the owner of this agency or business to submit this proposal.
2. We are not currently on any Federal, State of Connecticut, or local Debarment List.
3. We have not had a contract terminated for cause by any State of Connecticut government entity.
4. We will provide records to show that we are fiscally solvent, if needed.
5. We have all of the fiscal controls and accounting procedures needed to ensure that public/private funds will be used as required by law and contract.
6. **We will meet all applicable Federal, State, and local compliance requirements.** These include, but are not limited to:
 - Records accurately reflect actual performance.
 - Maintain confidentiality of records, as required.
 - Report financial, participant, and performance data, as required.
 - Comply with Federal OMB Uniform Guidance at 2 CFR, Chapter I, Chapter II, Part 200, et al.
 - Comply with State of CT Cost Standards.
 - Comply with Federal and State non-discrimination provisions.
 - Meet requirements of Section 504 of the *Rehabilitation Act of 1973*.
 - Meet requirements of the *Americans with Disabilities Act of 1990*.
 - Meet all applicable labor law, including Child Labor Law standards.
 - Ensure organization is a Drug Free Workplace.
 - Ensure that contract funds will not be used to lobby.
 - Enforce zero tolerance for violence in the workplace.
 - Ensure that all staff with direct contact with minors under 18 undergo a criminal background check and only those individuals with a satisfactory result are employed in a program serving minors.
7. **We will not:**
 - Place a participant in a position that will displace a current employee.
 - Use public/private money to assist, promote, or deter union organizing.
 - Use funds to employ or train persons in sectarian activities.
 - Use funds for adults or youth in the construction, operation, or maintenance of any part of a facility to be used for sectarian instruction or religious worship.
 - Use public/private funds for activities that would interfere with or replace regular academic requirements for eligible youth that are not dropouts.

I hereby attest that these certifications, disclosures and assurances are true.

Signature of Authorized Representative

Date

Print name of Authorized Representative

Title of Authorized Representative

ATTACHMENT C - Proposer Submission Checklist: 2023-24 ONE-STOP RFP

Proposer:

ITEM	YES	NO
1. Complete Proposal	<input type="checkbox"/>	<input type="checkbox"/>
2. Completed Cover Sheet – Attachment A Proposer Information and Proposal Budget Summary	<input type="checkbox"/>	<input type="checkbox"/>
3. Completed and signed Certifications and Assurances – Attachment B	<input type="checkbox"/>	<input type="checkbox"/>
4. Table of Contents	<input type="checkbox"/>	<input type="checkbox"/>
5. Completed Submission Checklist - Attachment C	<input type="checkbox"/>	<input type="checkbox"/>
6. Completed Organizational Status and Capacity Checklist - Attachment D parts I & II	<input type="checkbox"/>	<input type="checkbox"/>
7. Copies of all applicable documents identified on Attachment D Part I & Part II for submission with proposal	<input type="checkbox"/>	<input type="checkbox"/>
8. High Level Organization Chart - Attachment E	<input type="checkbox"/>	<input type="checkbox"/>
9. Program Level Organization Chart - Attachment F	<input type="checkbox"/>	<input type="checkbox"/>
10. Program Staff Job Descriptions, paired with staff resumes - Attachment G	<input type="checkbox"/>	<input type="checkbox"/>
11. Professional Development Plan - Attachment H	<input type="checkbox"/>	<input type="checkbox"/>
12. Proposal Narrative - Attachment I	<input type="checkbox"/>	<input type="checkbox"/>
13. Work Plan - Attachment J	<input type="checkbox"/>	<input type="checkbox"/>
14. Reference List - Attachment K	<input type="checkbox"/>	<input type="checkbox"/>
15. Budget – 4 worksheets, plus narrative - Attachment L	<input type="checkbox"/>	<input type="checkbox"/>

Please attach an explanation of materials not submitted with the proposal.

Completed by:

Date:

Email address:

ATTACHMENT D: Part I – Organizational Status Checklist

ORGANIZATIONAL STATUS CHECKLIST

A copy of each of the applicable documents listed below must be submitted with the original proposal.

1. Current Organization Status

Document	Attached
Printout of current business registration from CT Secretary of State, or comparable agency from organization's home state, indicating type of business (corporation, LLC, LLP, etc.)	<input type="checkbox"/>
Non-Profit Organization: Proof of 501(c) 3 status.	<input type="checkbox"/>

2. Proof of Current Insurance

Document	Attached
Workers Compensation	<input type="checkbox"/>
General Liability	<input type="checkbox"/>
Fidelity Bonding	<input type="checkbox"/>
Automobile	<input type="checkbox"/>

3. Proof of Current Financial Status (must be submitted with proposal)

Document		Attached	Not Applicable
Most recent state and/or federal single audit (non-profit proposer)		<input type="checkbox"/>	<input type="checkbox"/>
	- OR -		
Third-party financial audit and summary of revenue by source for past two fiscal years (non-profit proposer)		<input type="checkbox"/>	<input type="checkbox"/>
	- OR -		
Third-party recent financial audit, financial review, or financial compilation for past two fiscal years (for-profit proposer)		<input type="checkbox"/>	<input type="checkbox"/>

ATTACHMENT D: Part II – Administrative and Financial Capabilities Checklist

ADMINISTRATIVE AND FINANCIAL CAPABILITIES CHECKLIST

Please respond to each statement or question with a "yes" or "no" answer.

Administrative Requirements	Yes	No
1. Resumes for identified staff are attached, and job descriptions specifying minimum qualifications have been provided for positions not yet filled.	<input type="checkbox"/>	<input type="checkbox"/>
2. Proposer agrees that all staff and participants involved with the proposed program or will be covered by its insurance and bonding policies.	<input type="checkbox"/>	<input type="checkbox"/>
3. The books of account are auditable.	<input type="checkbox"/>	<input type="checkbox"/>
4. Administrative and internal accounting controls are adequate to safeguard program assets.	<input type="checkbox"/>	<input type="checkbox"/>
5. The accounting system adequately accounts for program funds.	<input type="checkbox"/>	<input type="checkbox"/>
6. Proposer has a written accounting procedures manual and the procedures in the accounting manual are being followed.	<input type="checkbox"/>	<input type="checkbox"/>
7. Proposer has written human resources policies and procedures, including non-discrimination, and zero tolerance for drugs and violence in the workplace.	<input type="checkbox"/>	<input type="checkbox"/>
8. The organization has sufficient internal controls and procedures for the following:		
a) cash receipts	<input type="checkbox"/>	<input type="checkbox"/>
b) checks reconciliation	<input type="checkbox"/>	<input type="checkbox"/>
c) cash disbursements	<input type="checkbox"/>	<input type="checkbox"/>
d) bank reconciliation	<input type="checkbox"/>	<input type="checkbox"/>
e) payroll and time allocation	<input type="checkbox"/>	<input type="checkbox"/>
f) purchasing	<input type="checkbox"/>	<input type="checkbox"/>
9. Proposer has a written cost allocation plan approved by its governing body. A copy of the approved plan is attached.	<input type="checkbox"/>	<input type="checkbox"/>
10. Proposer has attached its audit or financial reports as specified at Part I, #3 of this Checklist.	<input type="checkbox"/>	<input type="checkbox"/>

For any "NO" responses, attach an explanation, including the number from the checklist.

I hereby certify that I have completed this Administrative and Financial Capabilities Checklist accurately and to the best of my knowledge. I, the financial officer or C.E.O. of the proposing organization, accept responsibility for providing financial services adequate to ensure the establishment and maintenance of an accounting system with internal controls adequate to safeguard CWP program funds. I further understand that if CWP awards a contract to this organization, that these administrative and financial procedures and controls will be monitored to ensure compliance with all State and Federal requirements.

Typed Name, Title:

Signature_____

Date

ATTACHMENT K: One-Stop Services Request for Proposal Reference List

Proposer must provide three references that will be contacted directly by CWP staff. The references should be able to provide information on the proposer's implementation, management, and performance on contracts, projects and initiatives similar to the One-Stop Services solicited by CWP. The references should have experience with the proposer during the past two years.

1. Organization Name:

Contact Person Name and Title:

Contact Person Telephone:

Contact Person Email:

2. Organization Name:

Contact Person Name and Title:

Contact Person Telephone:

Contact Person Email:

3. Organization Name:

Contact Person Name and Title:

Contact Person Telephone:

Contact Person Email:

One-Stop RFP
Budget Detail Form

Proposer Name:

Budget Period: July 1, 2023 - June 30, 2024

LINE ITEM	Amount charged to CWP Contract
Frontline Personnel	
Staff Salaries: from front-line staff chart	0
Fringe Benefits: from front-line staff chart	0
Total Front Line Personnel Costs	0
Management Personnel	
Staff Salaries: from management staff chart	0
Fringe Benefits: from management staff chart	0
Total Management Personnel Costs	0
Grand Total Personnel Costs	0
Staff Travel - provide detail and cost calculation in budget narrative	
Local Mileage/Parking	
Other Travel	
Total Staff Travel	0
Instructional Resources - provide itemized list and cost calculation in budget narrative	
Consumable Supplies - provide itemized list and cost calculation in budget narrative	
Instructional Resources - provide itemized list and cost calculation in budget narrative	
Other Direct Costs - list each cost not included in other lines; provide details and cost calculations in budget narrative.	
Total Other Direct Costs	0
General Overhead/Administration or Indirect: provide cost calculation in budget narrative; maximum = 10% of personnel costs	
Profit: provide cost calculation in budget narrative; maximum = 5% of personnel costs	
TOTAL	0

One-Stop RFP 2023-24: Front Line Staff Chart

List all front-line positions as detailed in the staffing section of the RFP, with proposed pay rates and fringe benefits.

For each position, indicate "O" in Column B if it will be located at a One-Stop Center and "R" if it will be remote.

CWP expects **onsite** front-line staff to spend 100% of their time on the One-Stop contract.

Proposer Name: _____

Full time weekly hours: _____

Frontline Staff Salaries						
Position Title	Onsite (O) or Remote (R)	# of positions	Total Weeks	Hours per Week	Hourly Rate	Total Cost wks x hrs x rate
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
						-
Total Hours/Dollars						-

Insert additional rows if needed

FRINGE BENEFITS DETAIL

List each fringe benefit separately. Multiply the fringe rate by the amount of salary subject to the rate.

Where a fringe benefit cost is not based on the total salary amount, note the explanation in the comment column.

Benefit	Rate	Base	Total Cost	Comment
FICA	0.0765	-	-	
Workers Compensation			-	
Unemployment			-	
Medical Benefits			-	
Other Insurance			-	
Retirement			-	
Other (specify)			-	
Other (specify)			-	
Other (specify)			-	
Other (specify)			-	
TOTAL			-	

List all proposed management, supervisory and support staff positions, with proposed pay rates and fringe benefits. Indicate whether each position is part of proposers' organizational management structure by indicating Yes in column B. List any position that will not spend 100% of time on the North Central One-Stop contract on the Staff Allocations Chart.

Full time weekly hours: _____

Insert additional rows if needed.

List each fringe benefit separately. Multiply the fringe rate by the amount of salary subject to the rate. Where a fringe benefit cost is not based on the total salary amount, note the explanation in the comment column.

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One-Stop RFP 2023-24: Staff Allocations

Proposer Name: _____

A	B	C	D	E	F	G
Position	Incumbent Name	Annual Salary	% charged to this contract	% charged to other CWP contracts	% charged to other sources	Amount charged to this contract
						0
						0
						0
						0
						0
						0
						0
						0
						0
						0
						0
						0

How to use this form:

Column A: List each position that will not be 100% charged to this contract; do not list positions charged 100% to this contract

Column B: List all incumbent staff members names; for positions with no incumbent list "TBH"

Column C: List staff members annual salaries

Column D: Provide the percentage of time each staff position is charged to this contract

Column E: Provide the percentage of time each staff position is charged to other CWP contracts

Column F: Provide the percentage of time each staff position is charged to non-CWP sources

NOTE: Columns D, E, & F must add to 100% of time for each staff position

Column G: Provide the amount of each allocated staff salary being charged to this contract (Column C x Column D)

Insert additional rows if needed.