

**SOUTH FLORIDA WORKFORCE INVESTMENT BOARD  
REQUEST FOR PROPOSALS (RFP)**

**FOR**

**WORKFORCE SERVICES**

**Release Date: May 1, 2014**

**All proposals shall be submitted by 3:00 p.m. ET, May 28, 2014 at South Florida Workforce Investment Board, 7300 Corporate Center Drive, Suite 500, Reception Desk, Miami, Florida 33126**

South Florida Workforce Investment Board is an equal opportunity employer and program. Auxiliary aids and services are available upon request to individuals with disabilities.

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## **I. Invitation**

### **A. South Florida Workforce Investment Board (SFWIB) Background**

The South Florida Workforce Investment Board (SFWIB) of Region 23 (Miami-Dade and Monroe Counties) is one of 24 regional workforce boards in the State of Florida. Through its 12 CareerSource centers located across the region, SFWIB serves businesses, jobseekers, adults, youth, dislocated workers, refugees and individuals transitioning from welfare to work.

The SFWIB is a governmental agency and instrumentality of both Miami-Dade and Monroe Counties, eligible to exclude income under Section 115 of the U.S. Internal Revenue Code. The Board is composed of volunteers who represent local private sector businesses, educational institutions, economic development agencies, labor organizations, veterans' interests, community-based organizations, state and local government agencies. The Board conducts its business in accord with federal and state laws, the Interlocal Agreement Creating the SFWIB for Region 23 of the State of Florida, the By-Laws of the SFWIB and its approved policies.

The following is a list of the Board's strategic goals:

- Premier Florida Provider of Employment and Career Training;
- Strong, Timely Reporting Standards for End User Customers and Providers of Services;
- Improved Digital Literacy;
- Celebrated, Benchmark Leader in Best Practices;
- Dedicated Commitment to Youth Participation in the 21st Century Economy;
- Effective Demand Driven Management Control Tools; and
- State Leader in Collaborative Partnerships.

Additional information regarding the Board, its members and approved policies is located on SFWIB's website ([www.careersourcesfl.com](http://www.careersourcesfl.com)).

### **B. Workforce Investment Act Background**

The Workforce Investment Act (WIA) of 1998 (P.L. 105-220) is one of the primary sources of funding for workforce development activities in Region 23. It is the Respondent's responsibility to be familiar with the WIA and the federal regulations applicable to the WIA. Both WIA and the regulations can be accessed on the Department of Labor's site ([www.doleta.gov](http://www.doleta.gov)).

### **C. RFP Purpose**

SFWIB intends to award contracts for a minimum of two (2) separate and distinct types of services. The first type of service will focus on **Workforce Services**, while the second will focus on **Business Services**. These terms are discussed in detail in section **III. Scope of Services**.

Please note, Respondents may bid on one or both of these types of services. However, in the best interest of SFWIB, Respondents may only be awarded a contract(s) for **one (1)** of these types of services. If a Respondent intends to apply for both the **Workforce Services Contract** and the **Business Services Contract**, two (2) separate proposals must be submitted. Proposals shall clearly convey the services that the agency intends to provide (**Workforce Services** or **Business Services**).

SFWIB is issuing this RFP to solicit agencies capable of successfully delivering Workforce Services or Business Services.

Proposal responses shall sufficiently articulate the Respondent's plan of action to deliver the solicited services and demonstrate a successful performance track record in delivering the solicited or comparable services. Responses shall also document an in-depth knowledge of the fiscal, administrative and programmatic requirements of the multiple funding streams utilized by SFWIB.

### **D. Eligible Respondents**

Private non-profit, for-profit and public entities licensed to operate in the State of Florida are eligible to apply.

### **E. Anticipated Term of Contract and Available Funding**

SFWIB anticipates executing contracts with successful Respondents for Program Year (2014-15), for the period of July 1, 2014 to June 30, 2015. SFWIB reserves the right to renew the contracts for up to two additional one-year periods based on successful respondent meeting SFWIB's contractual requirements. Such renewal(s) shall be made by mutual agreement and shall be contingent upon satisfactory performance and quality assurance evaluations as determined by SFWIB and shall be subject to the availability of funds. Any renewal(s) shall be in writing and shall be subject to the same terms and conditions as set forth in the initial contract including any amendments.

The total estimated contract award for any contract resulting from this RFP is subject to the availability of funds.

Note: A successful Respondent of a **Business Services Contract** shall **not** be permitted to work as a subcontractor of a successful Respondent of a **Workforce Services Contract** and a successful Respondent of a **Workforce Services Contract** shall **not** be permitted to work as a subcontractor of a successful Respondent of a **Business Services Contract**.

Workforce Services shall be provided to a diverse population of individuals that includes, but is not limited to, the following:

- Any individual in need of workforce services;
- Dislocated workers;
- Individuals with disabilities;
- Ex-offenders;
- Individuals on public assistance;
- Displaced homemakers;
- Older youth;
- Veterans;
- Mature workers; and
- Reemployment Assistance recipients.

Workforce Services Respondents have the option of proposing to deliver the solicited Workforce Services to a special population, such as:

- Ex-offender jobseekers; or
- Jobseekers with disabilities.

Note: It is SFWIB's desire that the successful Respondent of a **Business Services Contract** focus solely on services to businesses.

Funding for these solicitations shall be from all or any combination of the following funding streams:

- Temporary Assistance for Needy Families (TANF);
- WIA Adult;
- WIA Dislocated Worker;
- Reemployment and Eligibility Assessment (REA);
- Supplemental Nutrition Assistance Program (SNAP); and
- Reemployment Assistance (RA).

SFWIB's estimated funding by type of contract as set forth below is solely for the purpose of giving Respondents planning guidance.

Funds for a Workforce Services contract is estimated to be between \$500,000 - \$2,500,000 for each year depending on the number of jobseekers and employers proposed to be served, the number of jobseekers proposed to be placed in gainful employment, and the number of successful Respondents, as determined by SFWIB. Please note that this estimate is subject to the availability of funds.

Funds for a Workforce Services contract targeting a special population is estimated to be between \$100,000 to \$350,000 for each year depending on the number of special population (such as ex-offender jobseekers or jobseekers with disabilities) individuals proposed to be

served, proposed to be placed in gainful employment, and the number of successful Respondents, as determined by SFWIB. Please note that this estimate is subject to the availability of funds.

Funds for a Business Services contract are estimated to be between \$250,000 - \$1,000,000 for each year depending on the number of employers proposed to be served, the types of business services proposed to be provided, the number of job openings proposed to be filled, and the number of successful Respondents, as determined by SFWIB. Please note that this estimate is subject to the availability of funds.

## II. RFP Calendar and Process

### A. Solicitation Timetable

				<b>COMPLETION DATE</b>		
<b>RFP Events</b>	<b>Day</b>	<b>Date</b>	<b>Time</b>			
<b>RFP Issued</b>	<b>Thursday</b>	<b>May 1, 2014</b>				
<b>Deadline for Request for Clarification Inquiries</b>	<b>Thursday</b>	<b>May 8, 2014</b>	<b>1:00 p.m.</b>			
<b>Offerors' Conference</b>	<b>Tuesday</b>	<b>May 13, 2014</b>	<b>10:00 a.m.</b>			
<b>Deadline for Receipt of Proposals</b>	<b>Wednesday</b>	<b>May 28, 2014</b>	<b>3:00 p.m.</b>			
<b>Public Review Forum</b>	<b>Wednesday</b>	<b>June 11, 2014</b>	<b>10:00 a.m.</b>			
<b>Funding Recommendations Approved at Board Meeting</b>	<b>Thursday</b>	<b>June 19, 2014</b>				
<b>Execution of Contract</b>	<b>Friday</b>	<b>June 27, 2014</b>				
<b>Contract Start Date</b>		<b>July 1, 2014</b>				

SFWIB reserves the right to change this schedule, in its sole discretion, when it is in the best interests of SFWIB, and thus it is the responsibility of the Respondent to routinely check the website ([www.careersourcesfl.com](http://www.careersourcesfl.com)) for all amendments to the schedule.



## **B. Method of Solicitation**

A Request for Proposals (RFP) is a solicitation method that ensures open competition in order to maximize the likelihood of receiving exemplary Workforce Services and Business Services proposals.

Notice of the RFP will be published in the region's major newspapers and also be distributed via e-mail to agencies on the SFWIB Bidders List. Upon its release, the RFP and all accompanying attachments will be posted on the SFWIB website.

## **C. Cone of Silence**

The Cone of Silence is designed to protect the integrity of the procurement process by shielding it from undue influences prior to the recommendation of contract award. Upon the RFP's release, the "Cone of Silence" is in effect, prohibiting communication regarding the RFP between: a potential service provider and SFWIB staff; a potential service provider and SFWIB Board members; and a potential service provider and members of the selection committee.

Communications regarding the RFP between a potential service provider and the procurement agent responsible for administering the procurement process is exempted from the Cone of Silence provided that the communication is limited strictly to matters of process or procedure. Respondents contacting Board members, staff, or selection committee members risk immediate disqualification from the competitive procurement process.

## **D. Request for Clarification**

Respondents shall submit via e-mail all questions regarding the clarification of any requirement or procedure to the SFWIB Quality Assurance Coordinator, Frances Gonzalez at [frances.gonzalez@careersourcesfl.com](mailto:frances.gonzalez@careersourcesfl.com) no later than 1:00 p.m., Thursday, May 8, 2014.

Oral requests for clarification shall not be accepted. SFWIB reserves the right to reject any or all requests for clarification, in whole or in part. All written requests for clarification accepted by the SFWIB along with corresponding responses will be posted on the SFWIB website ([www.careersourcesfl.com](http://www.careersourcesfl.com)) under RFP Q&A.

## **E. Offerors' Conference**

An Offerors' Conference will be held to afford Respondents an opportunity to voice questions and/or concerns relevant to the RFP. Attendance is not required, however all potential Respondents are strongly encouraged to attend. The conference is scheduled for 10:00 a.m., Tuesday, May 13, 2014 at SFWIB Headquarters, 7300 Corporate Center Drive (NW 19th Street), 5th Floor, Miami, FL 33126 (room to be determined).

The conference is the only forum available to Respondents to communicate questions and/or concerns to SFWIB staff and to receive responses to the questions and/or concerns. Except for information provided at the Offerors' Conference, SFWIB staff is prohibited from

communicating with Respondents. Please note, oral answers provided during the conference will not be binding on the SFWIB.

Answers to relevant questions during the conference will be posted on the SFWIB website ([www.careersourcesfl.com](http://www.careersourcesfl.com)) under RFP Q&A.

### **III. Workforce Services Scope of Services**

#### **A. Workforce Services Overview**

The solicited Workforce Services shall be provided in accord with the WIA (P.L. 104-193), Workforce Innovation Act of 2000 (Chapter 445 F.S.), Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (P.L. 104-193), Family Self Sufficiency Statute (Chapter 414 F.S.) and all other applicable federal, state and local laws and regulations.

Funds allocated to successful Workforce Services Contractors under the various funding streams are to be used effectively and efficiently to meet the demands of the employers' by placing jobseekers in employment opportunities to gain economic prosperity. Proposals shall explain how Respondents intend to administer and ensure that all jobseekers are provided a standard level of employment services following the Jobseekers Services Flow Chart (Refer to Attachment A - Jobseeker Services Flow Chart).

#### **B. Description of Deliverables and Performance Measures**

##### **1. Workforce Services to Jobseekers**

Main goal of Workforce Services for Jobseekers is Job Placement. Federal regulations at 20 CFR 651.10 defines a job placement as the hiring by a public or private employer of an individual referred by the employment office for a job or an interview, provided that the employment office completed all of the following steps:

- a. Prepared a job order form prior to referral, except in the case of a job development contact on behalf of a specific applicant;
- b. Made prior arrangements with the employer for the referral of an individual or individual(s);
- c. Referred an individual who has not been specifically designated by the employer, except for referrals on agricultural job orders for a specific crew leader or worker;
- d. Verified from a reliable source, preferably the employer, that the individual had entered on a job; and
- e. Appropriately recorded the placement.

Workforce Services for Job Placement Assistance to Jobseekers include Core, Staff-Assisted Core, Intensive and Training Services:

- a. Core/Staff-Assisted services include: job search and job placement assistance, including career counseling; labor market information identifying job vacancies, skills necessary for occupations in demand, and relevant employment trends in the local, regional and national economies; initial assessment of skills and needs; provision of information on available services and programs; and follow-up services to assist in job retention. Core services are available on a universal basis with no eligibility requirement.
- b. Intensive services: The Respondent shall provide intensive services to unemployed workers who are unable to obtain employment through the core services and to employed workers who are determined to need additional assistance to obtain or retain employment. Intensive services include comprehensive assessments, development of individual employment plans, group and individual counseling, career advisement and short-term prevocational services.
- c. Training services: The Workforces Services Contractor shall provide training services to individuals who met the eligibility requirements for intensive services but have been unable to obtain or retain employment through such services, have the skills and qualifications to successfully participate in a selected program, select programs that are directly linked to employment opportunities in the local area, and are unable to obtain other grant assistance, including Pell grants, or need assistance above the levels provided by such other grants. Authorized training includes occupational skills training, on-the-job training, work-based training, skills upgrade, job readiness training and adult education and literacy activities in conjunction with other training. If a Contractor's adult funds are limited, priority for intensive and training services shall be given to recipients of public assistance and other low income individuals.
  - i. WIA requires that training be provided and paid through the use of Individual Training Accounts (ITAs), through which an eligible jobseeker chooses among SFWIB's approved training programs and vendors. Note that ITAs are applicable to the non-WIA solicited programs such as Trade Adjustment Assistance and Welfare Transition (Career Advancement Program).
  - ii. Training may be provided through a contract for services in lieu of an ITA for: on-the-job training, work based training, and customized training; where there are an insufficient number of providers to meet the competitive purposes of ITAs; and for programs offered by community-based organizations or other private agencies that serve special participant populations that face multiple barriers to employment.

- iii. Selected Workforce Services Respondents shall adhere to the SFWIB ITA Policy and ITA Procedures (Refer to Attachment O, ITA Policy and Attachment P, ITA Procedures) for issuing ITAs and tracking participant training progress and shall cooperate with Training Providers to ensure compliance with SFWIB reconciliation requirements.

## **2. Workforce Services to Businesses**

Workforce Services to businesses are a critical component of the solicited integrated Workforce Services delivery system, providing direct value to businesses and enhancing the ability of the workforce system to achieve optimal levels of job placement and job placement assistance. Selected Workforce Services Respondents shall perform the following business services:

- a. Recruiting and Screening Services
  - i. Advertise Job Openings
  - ii. Conduct Recruitments
  - iii. Screen Applicants
  - iv. Conduct Job Fairs
- b. Information and Technical Assistance
  - i. Advise on Workforce Issues (e.g. workforce-related tax incentives and labor market statistics)
  - ii. Downsizing Services and Outplacement (e.g. assist the Region's Rapid Response Services Coordinator)
- c. Employee Development Services
  - i. Make Businesses aware of training incentives (e.g. customized, on-the-job, employed worker, quick response and incumbent)
  - ii. Broker On-the-Job Training (OJT) and Employed Worker Agreements
  - iii. Follow-up Services
  - iv. Employee Retention Services

## **3. Workforce Services Performance**

The SFWIB Balanced Scorecard is a performance metric used to measure the effectiveness of Workforce Services delivery and operations. Specific Balanced Scorecard performance measures indicate program compliance of the contracted funding streams for awarded to a Workforce Services Contractor (i.e., WIA, WP, CAP, etc.).

Selected Respondents shall ensure that their staff is trained on all Balanced Scorecard measures. Reference Attachment N for more in-depth information on the scorecard.

### C. Workforce Services CareerSource centers

The SFWIB CareerSource South Florida centers operate as a workforce development resource for businesses and jobseekers in Miami-Dade and Monroe Counties (Region 23). Workforce Services Respondents shall propose to deliver an integrated menu of workforce services in one or multiple CareerSource center sites.

The table below sets forth the names and addresses of the CareerSource centers open for Respondents to bid on. Note that the successful Respondent may be required to deliver services at a different location and/or also from an Access Point and/or a Reemployment center.

<b>CareerSource center</b>	<b>Address</b>
Carol City	4690 NW 183 Street
Opa-Locka	780 Fisherman Street, Suite 110
City of Miami	750 NW 20 Street, 4th Floor
Hialeah Downtown	240 East 1 Avenue, Suite 222
Homestead	140 NE 8 Street
Little Havana	701 SW 27 Avenue
South Miami	5825 SW 68 Street
Miami Beach	833 Six Street, 2nd Floor
Monroe/Florida Keys	(Key Largo) 103400 Overseas Highway, Suite 239 (Key West) 1111 12th Street, Suites 307 & 308
North Miami Beach	801 NE 167 Street
Northside	7900 NW 27 Avenue, Suite 200
Perrine	9555 SW 175 Terrace
West Dade	8485 Bird Road, 2nd Floor

### D. Workforce Services Programs

The integrated menu to provide Employment and Training Workforce Services shall include, but is not limited to, the following programs:

- Workforce Investment Act;
- Career Advancement Program (known as Welfare Transition);
- Wagner-Peyser;
- Veterans;
- Reemployment and Eligibility Assessment;
- Supplemental Nutrition Assistance Program;
- Reemployment Assistance; and
- Trade Adjustment Assistance.

## **1. Workforce Investment Act (WIA) Program Services**

The goals of the WIA are to improve the quality of the workforce, enhance the region's competitiveness and reduce welfare dependency. Selected Respondents shall be responsible for delivering a continuum of WIA services (e.g. core, assisted-core, intensive and training) to adults and dislocated workers. Services shall be rendered based on participant need, eligibility guidelines and funding availability.

Selected Respondents shall also be responsible for the following: (1) WIA eligibility determination and verification; (2) collection of required supporting documentation; (3) completion and submission of necessary eligibility documents; and (4) maintenance of documentation.

## **2. Welfare Transition Program/Career Advancement Program (CAP)**

The goal of the CAP is to emphasize work, self-sufficiency, and personal responsibility as well as enable welfare recipients to move from welfare to work. CAP requires adults receiving cash assistance who are deemed work eligible to engage in work activities in order to develop the ability to support themselves before their time-limited assistance runs out. Work eligible CAP participants who fail to complete required work activities risk losing cash assistance.

The selected Respondent shall be responsible for managing the CAP caseload which includes, but is not limited to, the following:

- a. Work registration of TANF applicants;
- b. Assessment of TANF participants
- c. Assignment to work activities;
- d. Daily management of CAP participants;
- e. Weekly system tracking of participation;
- f. Timely request of sanctions for non-participation; and
- g. Follow-up to determine appropriate disposition;

## **3. Wagner-Peyser (WP) Program**

The Wagner-Peyser Act of 1933, as amended by the WIA, prescribes specific guidelines regarding the registration of jobseekers and the provision of employer services. The main purpose of the WP program is to match employers with qualified jobseekers.

Selected Respondents shall be responsible for the management of the Department of Economic Opportunity (DEO) staff who will provide WP employment services; DEO staff shall document service delivery to all jobseekers and employers and make available labor exchange services to all employers and jobseekers, including, but not limited to, reemployment assistance recipients, veterans, migrant and seasonal farm workers and disabled individuals.

#### **4. Veterans Program**

The goal of the Veterans Program is to promote and maximize the employment of the region's veterans, particularly veterans with barriers to employment, utilizing the full menu of Workforce Services and CareerSource center resources.

Region 23 CareerSource centers shall be staffed with a network of professional Disabled Veterans Outreach Program (DVOP) Specialists and Local Veterans Employment Representatives (LVER) who are tasked to provide priority workforce services to veteran customers. DVOP staff focuses on providing intensive case management services to veterans with barriers to employment, such as disabled veterans. LVERs conduct outreach to employers and engage in advocacy efforts with hiring executives and managers to increase employment opportunities for veterans. LVER staff is also responsible for ensuring that veterans are provided the full range of priority workforce services in the CareerSource center.

#### **5. Reemployment and Eligibility Assessment Program (REA)**

The REA requires one-on-one assessment interviews with REA customers (UC claimants). The assessment interview includes the following: sharing labor market information, developing an employability development plan, and assisting with job search and training referrals. The program's goal is to shorten the duration of REA customers' Unemployment Insurance (UI) claims and consequently the length of their unemployment.

#### **6. Supplemental Nutrition Assistance Program (SNAP)**

Selected Respondents shall manage the SNAP (formerly the Food Stamp Employment and Training Program). SNAP strives to meet the needs of participants in gaining skills, training, work and experience that will increase participants' ability to obtain self-sufficiency. The State of Florida provides SNAP services to able-bodied adults (ages 18-49) without dependents (children). Department of Children and Families (DCF) staff determines which food stamp recipients must register for work and participate in SNAP. The DCF refers all mandatory SNAP participants to the Regional Workforce Board providers for program participation.

#### **7. Reemployment Assistance Program (RA)**

The Department of Economic Opportunity (DEO) administers the Reemployment Assistance (RA) program which provides temporary wage replacement benefits to qualified individuals who are out of work through no fault of their own. Selected Respondents shall be responsible for identifying RA customers, providing RA services (e.g. toll free telephone number for RA office, RA booklet, and claim filing methods) and seeking innovative approaches to providing these services.

## **8. Trade Adjustment Assistance Program (TAA)**

TAA is designed to assist workers who have been laid off or whose jobs have been threatened as a result of foreign competition. Workers covered under a certified Trade Act petition are eligible to receive an array of services and benefits to include training, reemployment services, job search, relocation allowances, trade readjustment allowances, wage subsidy for older workers and health coverage tax credit benefits.

### **E. Support Services**

Support Services are a vehicle to eliminate barriers to employment and self-sufficiency. Selected Respondents shall coordinate and pay for support services so eligible participants can fulfill required program activities. Payment of support services shall be documented in both the SFWIB Service Account Management System (SAMS) and the participant's file. Bulleted below are the primary support services:

- Transportation;
- Work permit;
- Tools;
- Uniforms;
- Clothing;
- Occupational License;
- Credential Validation and Translation; and
- Expunge and Seal.

### **F. Staffing**

In order for CareerSource centers to deliver maximum value to workforce services participants, Attachment Q (CareerSource center Staffing) shall be adhered to as it ensures the hiring of qualified staff.

Selected Respondents shall provide their staff an orientation on the workforce development system, specifically on the delivery of the solicited services.

Additionally, selected Respondents shall provide their staff opportunities for continuous skills development and take steps to ensure retention of quality staff.

### **G. Data Entry Responsibilities**

Selected Respondents shall use the Initial Assessment Application (IAA), Employ Florida Marketplace (EFM), One Stop Service Tracking (OSST), and the Service Account Management System (SAMS) to document the provision of jobseeker services. These systems are accessible from the SFWIB website ([www.careersourcesfl.com](http://www.careersourcesfl.com)).



## **H. Mandated Workforce Services CareerSource center Partners**

Mandated partners contribute to the delivery of workforce development services throughout Region 23. Respondents' proposals shall explain how the following list of mandated partners will collaborate (e.g. a referral process) with CareerSource center staff to deliver workforce services:

- Postsecondary Education;
- Department of Children and Families;
- Vocational Rehabilitation;
- Community Services Block Grant;
- Department of Housing and Urban Development;
- Job Corps;
- Senior Community Service Employment;
- Migrant and Seasonal Farm Worker; and
- Native American Employment and Training.

A Memorandum of Understanding (MOU) between SFWIB and a mandated partner shall be executed prior to collaboration between the CareerSource center and the partner. The MOU is required irrespective of whether the partner is co-located inside or outside the center.

## **IV. Business Services Scope of Work**

### **A. Business Services Overview**

Business Services is a critical component of the solicited integrated service delivery system. As the economic driver of the 21st century, businesses and the organizations that serve them are critical partners to the workforce development system.

A major challenge facing the region is that of having more jobseekers than job openings and successful job placements. Business clients are local, national and international companies or local organizations, which employ the jobseekers or workers served in this region. Therefore, they represent any company, firm or institution that provides jobs for the local labor market.

Business partnerships are essential to meet the Region's workforce current and future needs of diverse business sectors. The Region's workforce system has successfully partnered with business and industry. However, current employer penetration data indicate a tremendous opportunity exists to develop additional business partnerships. Both business and SFWIB have a vested interest in partnering.

Business Services exists to serve the business client by providing direct value to companies operating in South Florida. A primary function is to develop or reinforce workforce-business partnerships. A fundamental premise of this framework is that Business Services uses a partnership approach in designing and offering workforce development services for targeted industries and businesses.

Workers do not succeed when businesses do not succeed. Furthermore, businesses are at a competitive disadvantage if their workers are not skilled. Therefore, it is imperative that the Respondents understand and demonstrate how well Workforce Business Services meet business needs. Respondents shall enhance the delivery of Business Services and the value of these services to businesses. Respondents are required to propose service delivery location(s).

## **B. Description of Deliverables and Performance Measures**

### **1. Workforce Services to Businesses**

Selected Business Services shall provide the following business services:

- a. Conduct Specialized Recruitments (screening and applicant referrals)
  - i. Specialized Recruitment should be tailored to meet the specific criterion of the business. The recruitments shall take place at the location, dates, and times specified by the business;
- b. List Job Openings in the State's tracking system;
- c. Conduct Job Fairs;
- d. Increase awareness and market share through marketing, developing and expanding the following services to businesses:
  - i. Tax incentives
  - ii. Customized training
  - iii. Employed Worker Training grants
  - iv. On-the-Job training
  - v. Paid Work Experience
  - vi. Labor Market Information statistics
  - vii. Employ Florida Marketplace
- e. Market and develop work sites and training agreements with employers;
- f. Downsizing Services and Outplacement (e.g. Rapid Response services);
- g. Information on labor laws and related legislation;
- h. Assistance with law compliance, such as I-9 completion;

### **2. Business Services Performance**

Selected Business Services Respondents shall be evaluated on the following performance:

- a. Number of businesses served in the State's tracking system;
- b. Number of new businesses served in the State's tracking system;
- c. Number of job listings entered into the State's tracking system;

- d. Number of job listings resulting with a job placement in permanent/long term employment (long term employment is defined as 6 months or more employment with a specific business);
- e. Number of businesses served in the following seven targeted industries;
  - i. Aviation
  - ii. Creative Design
  - iii. Hospitality & Tourism
  - iv. Information Technology
  - v. International Banking & Finance
  - vi. Life Science & Healthcare
  - vii. Trade & Logistics
- f. Number of permanent and/or long term direct referral job placements;
- g. Average wage of all job listings resulting with a job placement in permanent/long term employment;
- h. Average wage of all job listings resulting with a job placement in permanent/long term employment within each of the seven targeted industries.

## **V. Evaluation Process and Selection Criteria**

### **A. Submission Guidelines**

Respondents are required to submit to the SFWIB two unbound originals and eight unbound copies (unless instructed otherwise in subsection B below) of proposal package components **no later than 3:00 p.m., May 28, 2014**. Proposal packages shall be delivered to the address set forth on the cover page of the RFP. SFWIB shall not accept any modifications to any submitted proposal package after the submission deadline. Any proposal package arriving post deadline will not be accepted by the SFWIB and will be returned unread to the Respondent. No proposal package will be accepted via electronic mail or facsimile.

**NOTE:** Use only binder clips or rubber bands to keep copies separate.

### **B. Proposal Format, Content and Organization**

All proposal components shall be separately labeled and packaged, in 12 point font, Times New Roman and assembled in the following manner:

#### **1. Identifying Data Cover Sheet (Attachment A)**

**Attachment B** is the Organizational Identification Data form for the Respondent to specify both the name of its organization and the ten-digit alpha-numeric code chosen by it. The code must not contain the initials of the organization. Attachment A will be sealed in an envelope with no

identifying information on the cover. **Only one original of Attachment B is required to be submitted.**

Attachment B will be opened at the Public Review Forum scheduled for Wednesday, June 11, 2014.

## **2. Organizational Experiences/Capabilities: 10 Page Limit (Limit excludes applicable attachments)**

**Attachment C** is the Organizational Capability cover sheet for Respondent to utilize for the submission of its experience and capabilities. **Two unbound originals and four unbound copies** are required to be submitted.

Respondents shall address the items below:

- a. Describe Respondent's years of experience delivering the solicited workforce services; complete Attachment E (Reference Chart);
- b. Describe Respondent's staffing plan (reference Attachment Q, CareerSource center Staffing) to ensure the successful delivery of the solicited services; complete Attachment D (Staff Qualifications);
- c. Describe the financial control process that Respondent will use in the delivery of the solicited services;
- d. Complete Attachment F (Funding Sources).

## **3. Technical Proposal Narrative – Thirty-Five (35) Page Limit (Limit excludes applicable attachments)**

**Attachment G** is the Technical Proposal cover sheet for Respondent to utilize for the Technical Proposal Narrative component. **Two unbound originals and eight unbound copies are required to be submitted.**

The Technical Proposal Narrative is to be prepared in a manner that ensures that there is no identifying information on any page of the proposal that indicates the organization submitting the proposal. **Technical Narrative Proposals that include identifying information will be deducted one point per occurrence from the total score.**

**NOTE:** Do not respond to any element of the narrative by referencing information presented elsewhere in Respondent's proposal. A response of "see above" or similar statements shall be considered unresponsive. Failure to respond to any section of the RFP may result in the Respondent's proposal being deemed non-conforming and thus eliminated from the competitive procurement process.

The Respondent's Technical Narrative shall sufficiently address the management and delivery of Workforce Services or Business Services.

Respondents to **Workforces Services** shall clearly describe planned programmatic efforts. Emphasis should be placed upon customer flow and service delivery. At minimum, include the following:

- a. Respondent shall describe the service delivery model that maximizes the menu of workforce services (i.e., WIA Adult, WIA Dislocated Worker, TANF, SNAP, Trade Adjusted Assistance, Rapid Response) offered in an integrated Career Center to increase employment outcomes and reduce cost.
- b. Respondent shall articulate its strategy to administer services to the business community. The strategy shall address staff integral to the successful administration of services.
- c. Respondent shall identify and describe collaboration strategies that demonstrate success and effectiveness in serving customers and working with other service delivery partner agencies.
- d. Respondent shall describe any quality assurance improvement activities and initiatives that the Contractor will perform in order to ensure proper documentation and improved outcomes.
- e. Respondent shall describe strategies to identify jobseekers in need of training services. The strategy shall address assessment tools and career pathways that lead to employment in one of the One Community One Goal targeted industries.
- f. Respondent shall articulate its strategy to achieve the proposed Job Placements and Balanced Scorecard Performance measures. The strategy should address the staffing patterns by indicating the number of staff for each job title to meet the proposed Job Placements and Balanced Scorecard performance measure.
- g. SFWIB believes that On-the-Job Training (OJT)/Paid Work Experience (PWE) can be major components in the local scheme for serving employers and jobseekers, alike. Respondent shall describe strategies in providing and/or overseeing OJT/PWE-related activities. The strategy shall address targeted population and industries.

Respondents to **Business Services** shall include the vision, goals, and priorities for business services to meet outlined performance; more specifically, the following elements of the solicited Workforce **Business Services** delivery system shall be addressed:

#### **Service Delivery**

1. Describe your business services delivery method. Methodology should include proposed enhancements.

2. Describe the process that will be used for providing incentives (i.e., On-the-Job Training (OJT), Paid Work Experience (PWE), Employed Worker Training (EWT), and specialized recruitment).

### **Marketing**

1. Describe how you will market/communicate the services to businesses to increase awareness and market share (i.e., financial and training incentives, One Community One Goal (OCOG) targeted industries, Employ Florida Marketplace).
2. Describe how you will identify the most effective business services team and how it will be evaluated.

### **Respondent's Past Performance**

1. List the number of businesses served in the past three years within the following seven OCOG targeted industries:
  - a. Aviation
  - b. Creative Design
  - c. Hospitality & Tourism
  - d. Information Technology
  - e. International Banking & Finance
  - f. Life Science & Healthcare
  - g. Trade & Logistics
2. Provide the number of jobs listed/advertised annually for the past three years.
3. Provide the number of permanent and/or long term direct referral job placements provided annually over the past three years (long term employment is defined as 6 months or more employment with a specific business).
4. List the average wage of all permanent and/or long term job placements annually in the past three years within the seven targeted industries (listed above).

### **Partners**

1. Describe how you will expand and develop your partner base (chambers, industry associations, education).

## **4. Proposed Deliverables and Performance Measures**

**Attachment K** shows PY'13-14 placements by program and overall cost per placement. Complete the chart with Respondent's PY'14-15 proposed placements by program, overall cost per placement, and Balanced Scorecard Performance standards for each proposal. Respondent's alpha-numeric code shall be present in the header of each submitted Proposed Deliverables and Performance Chart. **Two originals and four copies of Attachment K are required to be submitted.**

Respondents to **Business Services** shall provide the following:

1. Proposed Performance

- a. Proposed number of businesses to be served annually over the next three program years;
- b. Proposed number of new companies and job listings entered into Employ Florida Marketplace (EFM) annually over the next three program years;
- c. Proposed number of businesses to be served in the next three program years within the following seven targeted industries;
  - i. Aviation
  - ii. Creative Design
  - iii. Hospitality & Tourism
  - iv. Information Technology
  - v. International Banking & Finance
  - vi. Life Science & Healthcare
  - vii. Trade & Logistics
- d. Proposed number of jobs listed/advertised annually for the next three program years;
- e. Proposed number of permanent and/or long term direct referral job placements annually over the next three program years (long term employment is defined as 6 months or more employment with a specific business);
- f. Proposed average wage of all permanent and/or long term job placements annually in the next three program years within the seven targeted industries (listed above);
- g. Proposed number of job placements within each of the seven targeted industries over the next three program years;
- h. Proposed overall cost per job placement for the next three program years; and
- i. Proposed cost per job placement within each of the seven targeted industries over the next three years.

## 5. Budget

**Attachment H** is the Budget Proposal cover sheet for the submission of the Budget. **Two unbound originals and eight unbound copies are required to be submitted in sealed packages.** The Budget is to be prepared in a manner that ensures that there is no identifying information on any page of the budget that indicates the organization submitting the Budget. **Budgets that include identifying information will be deducted one point per occurrence from the total score.**

The Respondent is expected to clearly outline proposed costs in detail on the Budget Forms, Attachment I. Respondent shall use pertinent background information provided in the RFP to complete the Budget Forms.

**Respondents shall submit individual budgets per proposed location.**

The Respondent shall provide separate program and administrative budgets per proposed location. The Respondent is expected to ensure administrative and indirect costs are properly classified and not exceeding ten percent (10%) of the proposed budget. Administrative/indirect costs (e.g. accounting, auditing, payroll administration, insurance, internet, etc.) are the general overhead expenses necessary to operate the programs and are not program activities. These costs typically relate to the agency's general executive and administrative functions.

The Respondent shall provide a Budget Narrative that justifies each proposed expense included on the Budget Forms in terms of it being necessary, allowable and reasonable. Respondent shall show the method of computation. Respondent shall refer to Budget Narrative Instructions (Attachment J) in completing this requirement.

The Respondent is expected to identify any in-kind resources/support for the service delivery system beyond what is being requested in the budget. Include each committed or proposed source of funding and the amount of that funding.

For line items listed under "Other" in the budget, the Respondent shall clearly correlate proposed costs and outcomes by explaining and justifying the need for proposed costs in the Budget Narrative.

Proposed costs must be allowable as determined by SFWIB and governing statutes. **Allowable costs** are those that are reasonable, necessary, and/or required for the program. A cost is reasonable if, in its nature or amount, it does not exceed that which would be incurred by a prudent person under circumstances prevailing at the time the decision was made to incur the cost. Additionally, the cost is reasonable if it is of a type that is generally recognized as ordinary and necessary for the program.

**6. Cost Allocation Plan (CAP)**

Due to the integrated approach for service delivery in the RFP, Respondent's staff will be cost allocated across all applicable funding streams.

A detailed Cost Allocation Plan (CAP) must be submitted with Respondent's proposal **in accordance with the guidance that can be accessed through the link provided below.** The CAP is a document that specifies the allocation methods used for distributing all costs of an organization. A plan for allocating shared costs is required to support the distribution of those costs to grant and non-grant programs. All Respondent's costs shall be included in the plan. Official accounting records must support all costs.



In order for costs to be allowable in Federal grant programs, the costs must be allocable on the basis of benefits received. The requirements and guidance for cost allocation are found in the Office of Management and Budget (OMB) Circulars outlining the cost principles (**OMB Circular A-122 for nonprofit organizations; OMB Circular A-87 for governmental entities; Code of Federal Regulations (CFR) 45, Subpart B-74 and CFR 48, Subpart 31.2 for profit organizations**). For additional information, please visit:

<http://www.floridajobs.org/pdg/guidancepapers/050FinalRwbCapProcedures072805.pdf>

**One original** and **one copy** labeled Cost Allocation Plan must be packaged separately and included in Respondent's submission.

## **7. Operational Documents**

**Attachment L** identifies the required Operational Documents. **One original** and **one copy** labeled Operational Documents must be packaged separately and included in Respondent's submission.

## **8. Due Diligence Requirements**

**Attachment M** sets forth the Due Diligence requirements. **One original** and **one copy** labeled Due Diligence documents must be packaged separately and included in Respondent's submission. Included in the Due Diligence package will be the organization's most recent Audit and Management Letter.

**NOTE:** Failure to include all of the above required proposal components will result in a reduced score or disqualification. SFWIB will not advise a Respondent of disqualification prior to the Public Review Forum.

## **C. Selection Process**

SFWIB will conduct a review of all proposals received by the deadline. Proposals will be evaluated first to determine if all information required by the RFP is complete. Incomplete proposals or those not satisfactorily addressing each requirement may be disqualified. A Respondent may include additional information and such information may or may not be considered by SFWIB during the evaluation process.

The evaluation process is designed to assess the Respondent's ability to meet the SFWIB's requirements and to identify those Respondents most likely to satisfy those requirements. The evaluation process will be conducted in a thorough and impartial manner at a publicly noticed selection committee meeting held in accordance with the Florida Public Meetings Law. That meeting (Public Review Forum) is scheduled for **Wednesday, June 11, 2014 at 10:00 a.m.** at SFWIB Headquarters. Respondents are encouraged to attend the Public Review Forum.

Price is an important factor in selecting a Respondent. However, other factors in the competitive selection process will be considered and may take precedence over price. These factors may include, but are not limited to, quality of services offered, operating methodologies, administrative capability, previous experience in providing the same or similar services, and the ability to achieve the deliverables. SFWIB may elect not to award a contract to any Respondent under this solicitation.

The SFWIB reserves the right to accept one or more portions of competing Respondents' responses and use such portions to form an overall program in the best interests of the SFWIB. SFWIB reserves the right to reject any and all responses or portions thereof. The SFWIB reserves the right to withdraw this solicitation or any portion of this solicitation at any time without prior notice.

The table below displays the maximum points Respondents may earn per proposal component.

<b>PROPOSAL COMPONENT</b>	<b>MAXIMUM VALUE</b>
<b>Organizational Experience and Capabilities</b>	<b>5</b>
<b>Technical Narrative</b>	<b>70</b>
<b>Performance</b>	<b>10</b>
<b>Budget</b>	<b>10</b>
<b>Cost Allocation Plan</b>	<b>5</b>
<b>TOTAL SCORE</b>	<b>100</b>

Note for current Workforce Services Contractors: At the SFWIB Meeting on December 19, 2013, the Board approved the following:

- **Workforce Services contractors must meet at least 65 percent (10 of 15) of the PY 2013-14 Balanced Scorecard performance measures for renewal and/or future contract consideration.**
  - **Gateways: EAS within 90 days (Gateway to 65%) = must be one of the performance measures met towards the 65% (1 of the 10).**

#### **D. Contract Award**

SFWIB reserves the right to request additional data, oral discussions or presentations to support proposals. A contract or contracts may be negotiated with one or more Respondents based upon Board action.

Final award of a contract or contracts will be contingent upon:

- Successful negotiation of a contract between the SFWIB and the Respondent;
- Acceptance by the Respondent of the contract terms and conditions;
- Satisfactory verification of past performance and systems ( e.g. financial);
- Availability of funds.

## **E. Appeal Process**

Respondents will be advised of SFWIB appeal process at the time of the June 11, 2014 Public Review Forum.

## **VI. Contractual Specifications**

### **A. Payment Structure**

The contract awarded shall be a fixed rate (Job Placements unit cost) contract with cost reimbursement components (i.e. support services and OJT). SFWIB agrees to pay the successful Respondent up to a total amount not to exceed the terms of the contract, subject to the availability of funds. All service unit rates and service unit types may be negotiated and adjusted at any point within any resulting contract term, including any extensions or renewals, to best meet the needs of job-seekers, the needs of the SFWIB, available funding, and/or to match Respondent expenditures.

**Payment for any contract entered into as a result of this solicitation will be made monthly subject to the receipt of the contractor's request for payment. All payments under any fixed rate contract awarded as a result of this RFP are associated with completion of the deliverables defined in Section III. Scope of Services.**

For payments under the cost reimbursement component of the contract, the successful Respondent shall request reimbursement for actual, allowable expenditures that are made within the limits of the approved line item budget submitted by the successful Respondent through the submission of a properly completed monthly invoice that include supporting documentation. Once approved, the SFWIB will pay the invoice in accordance with SFWIB policies and procedures.

Note: Although payment is based on fixed unit rates, payments in any contract funded by a Federal grant(s) must ultimately be based on actual reimbursable costs. The successful Respondent shall submit a final cumulative expenditure report indicating actual expenditure by line item to the SFWIB within 30 days following the end of the contract term. The actual expenditure report may be used to negotiate service unit rates in future contracts. If the expenditure report submitted identifies any unearned income, the successful Respondent may be directed to return funds to the SFWIB.

**NOTE:** Respondents who are for-profit organizations shall be awarded profit based upon earned fixed rate unit costs and actual reimbursable costs. Said profit amount shall be calculated and paid in accordance with the specific federal and state laws and regulations applicable to each of the funding streams.

## **B. Contract Terms and Financial Capacity**

Solicitation regulations provide that awards are to be made to organizations with demonstrated ability, including consideration as to whether the organization has:

1. Adequate financial resources;
2. Satisfactory record of integrity, business ethics and fiscal accountability;
3. Necessary organization, experience, accounting and operational controls.

SFWIB expects that all Respondents will be capable of operating the solicited programs without any payments for at least eight weeks from initial implementation of contracts. **Cash advances will not be provided.** Therefore, successful Respondents must have sufficient resources to await payment/reimbursement.

**Note that if the awarded workforce services facility is relocated by the SFWIB, in the sole discretion of the SFWIB, to a new facility, the Respondent shall perform the workforce services from the new facility.**

## **C. Confidentiality**

The successful Respondent in the course of the Respondent's duties under this contract, may handle or have access to confidential participant information, and to the extent required by any applicable federal or state law, or as requested by a regulatory authority or as requested by the SFWIB, the Respondent shall keep confidential any and all information obtained during the course of the contract.

## **D. Cancellation Clause**

It should be understood that the submission of a response does not commit SFWIB to award a contract, to pay any costs incurred in the preparation of the response, or to procure or contract for services or supplies. SFWIB reserves the right to accept or reject any or all responses received as a result of this request or to cancel and revoke this RFP in whole or in part. SFWIB also reserves the right to end negotiations if acceptable progress, as determined in the sole discretion of SFWIB, is not being made within a reasonable timeframe. All contract awards are subject to the availability of funds.

## **E. Omission from the Specification**

The apparent silence of this specification and any addendum regarding any details or the omission from the specification of a detailed description concerning any point, shall be regarded as meaning that only the highest professional standards are to be maintained and that only professionalism of the highest quality is expected and shall be utilized at all times.

## **F. Indemnification**

**For Florida Governmental Entities.** The Respondent shall indemnify and hold harmless SFWIB, its officers, employees, agents, servants, agencies and instrumentalities from any and all liability, losses or damages, including attorneys' fees and costs of defense, which SFWIB and its officers, employees, agents, servants, agencies or instrumentalities may incur as a result of any and all claims, demands, suits, causes of action or proceedings of any kind or nature arising out of, relating to or resulting from the performance of this Contract by the Respondent or the Respondent's officers, employees, agents, servants, partners, principals or subcontractors. The Respondent shall pay all claims and losses of any kind in connection therewith and shall investigate and defend all claims, suits or actions of any kind or nature in the name of SFWIB, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorney's fees which may issue thereon. Provided, however, this indemnification shall only be to the extent and within the limitations of Section 768.28 Florida Statutes, subject to the provisions of that statute whereby the Respondent shall not be held liable to pay a personal injury or property damage claim or judgment by any one person which exceeds the sum of \$200,000, or any claim or judgment or portions thereof, which, when totaled with all other claims or judgments paid by the Respondent arising out of the same incident or occurrence which exceeds the sum of \$300,000 from any and all personal injury or property damage claims, liabilities, losses or causes of action which may arise as a result of the negligence of the Respondent or the Respondent's officers, employees, servants, agents, partners, principals or subcontractors.

**All Entities Which are Not Florida Governmental Entities.** The Contractor shall indemnify and hold harmless SFWIB, and its officers, employees, agents, servants, agencies and instrumentalities from any and all liability, losses or damages, including attorneys' fees and costs of defense, which SFWIB and its officers, employees, servants, agents, agencies or instrumentalities may incur as a result of any and all claims, demands, suits, causes of action or proceedings of any kind or nature arising out of, relating to or resulting from the performance of this Contract by the Contractor or the Contractor's officers, employees, agents, servants, partners, principals or subcontractors. The Contractor shall pay all claims and losses in connection therewith and shall investigate and defend all claims, suits or actions of any kind or nature in the name of SFWIB, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorneys' fees which may issue thereon. The Contractor expressly understands and agrees that any insurance policies required by this Contract or otherwise provided by the Contractor shall in no way limit the responsibility to indemnify, keep and save harmless and defend SFWIB and its officers, employees, agents, servants, agencies and instrumentalities as herein provided.

**Term of Indemnification.** The provisions of this indemnification shall survive the expiration of this Contract and shall terminate upon the expiration of the applicable statute of limitation.

## **G. Non-Discrimination and Equal Opportunity**

As a condition of the award of financial assistance from the Department of Labor under Title I of the Workforce Investment Act of 1998, and the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, the Respondent assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1. Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawful admitted immigrant authorized to work in the United States or participation in any WIA Title I – financially assisted program or activity;
2. Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C 2000d et seq., which prohibits discrimination against qualified individuals from participating or receiving benefits in any Federal Assisted Programs on the basis of race, color, or national origin;
3. Section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 794, which prohibits discrimination against qualified individuals with disabilities;
4. The Age Discrimination Act of 1975, as amended, 42 U.S.C. 6101 et seq., which prohibits discrimination on the basis of age;
5. Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. 1681 et seq., which prohibits discrimination on the basis of sex in educational programs;
6. Section 654 of the Omnibus Budget Reconciliation Act of 1981, as amended, 42 U.S.C. 9849, which prohibits discrimination on the basis of race, creed, color, national origin, sex, handicap, political affiliation or beliefs;
7. The American with Disabilities Act of 1990, P.L. 101-336, which prohibits discrimination on the basis of disability and requires reasonable accommodations for persons with disabilities;
8. Executive Order (EO) No. 11246, Equal Employment Opportunity, as amended by EO No. 11375, and as supplemented in Department of Labor regulation 29 CFR Parts 33 and 37 as well as 41 CFR, Part 60 and 45 CFR Part 80; if applicable;
9. Equal Employment Opportunity in Apprenticeship and Training (29 CFR Part 30); and
10. Chapter 11A of the Code of Miami-Dade County which prohibits discrimination in employment on the basis of race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status or sexual orientation.

The Respondent also assures that Respondent will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to Respondent's operation of the WIA Title I and TANF – financially assisted program or activity and to all agreements the Respondent makes to carry out the WIA Title I and TANF – financially assisted program or activity. The Respondent understands the United States has the right to seek judicial enforcement of this assurance.

## **H. Operating Requirements**

Organizations shall adhere to all of SFWIB's policies and procedures. Copies of said policies and procedures will be provided once a contract is awarded. Site visits may be conducted to determine whether an organization's fiscal and administrative systems satisfy its contractual obligations. On-

site reviews of programmatic, administrative, and fiscal capabilities will include, but may not be limited to, the following:

**Operational Status:** The Respondent must be an incorporated organization or a governmental entity that has been operating **for at least two years**.

**Funding Reserve:** The Respondent must be able to document that they are currently receiving, and expect to continue receiving for the next fiscal year, **at least 20% of their requested budget from non-federal and non-state (Florida) sources**, to ensure adequate capability to assume liability in instances where an audit identifies disallowed costs. The only exception to this requirement may be made in the case of government agencies.

**Fiscal Review:** The Respondent must be able to meet the SFWIB fiscal capability requirements through a review, which may be on-site, of fiscal systems, including documentation of fiscal accountability with previously operated programs, through the submission of copies of the Respondent's most recent independent audit and management letters, if applicable, and evidence that the Respondent:

- ✓ has an established system of internal controls,
- ✓ maintains a set of books,
- ✓ closes the books at the end of each month,
- ✓ has a monthly trial balance prepared,
- ✓ has a bank account with pre-numbered checks that require two signatures,
- ✓ has a written Employee Procedures Manual,
- ✓ has a written Accounting Procedures Manual,
- ✓ has procurement procedures,
- ✓ maintains personnel files,
- ✓ maintains time and attendance records,
- ✓ has general liability, bonding, and workmen's compensation insurance in a form and in amounts deemed sufficient by the SFWIB.

When a Respondent approved for funding does not have an independent audit for review, the Respondent will be given up to 90 days (from the date the funding is approved by SFWIB) to provide the required audit, and contract execution will be deferred until such time as the required audit is submitted and accepted by SFWIB.

**Programmatic and Administrative Review:** The Respondent must be able to meet the SFWIB programmatic and administrative capability requirements through a review process, which may be on-site; the review includes an inspection of staff resumes, facilities and equipment (if appropriate), insurance, documentation of the agency's past performance in meeting training and employment goals, past programmatic quality assurance reviews, and other relevant documentation.