



DULUTH WORKFORCE DEVELOPMENT BOARD

**REQUEST FOR PROPOSALS FOR
ONE STOP OPERATOR**

*for the CareerForce Location in Duluth, MN
under the Workforce Innovation and Opportunity Act (WIOA)*

ISSUED April 1, 2021

**PROPOSALS DUE BY 4:30 PM
April 30, 2021**

**SUBMIT ELECTRONICALLY TO:
purchasing@duluthmn.gov**

TABLE OF CONTENTS

Part I - General Information

Overview	3
Purpose	4
Background	4
Role of One Stop Operator/Scope of Services	6

Part II - Proposal Requirements

Eligible Respondents	7
Proposal Components	8
Proposal Evaluation Methods	9

Part III - Proposal Submission Procedures

General Submission Information	11
Submission Closing Date	11
Proposal Checklist	11
Funding Availability	11
Notice of Selection	12
Award and Period of Performance	12
Conditions of RFP and Reserved Rights	12

Appendix A, Cover Sheet Template

Appendix B, Proposal Narrative Template

Appendix C, Budget Narrative

PART I - GENERAL INFORMATION

Overview

The Duluth Workforce Development Board (herein referred to as the 'DWDB') is soliciting proposals to identify an experienced organization or qualified consortium of partners to provide One-Stop Operator services for the City of Duluth workforce development area as required under the Workforce Innovation and Opportunity Act (WIOA). Workforce development-minded organizations with successful past experience who can thoroughly demonstrate that they have the ability to provide the management and oversight services requested will be considered.

The DWDB is seeking to establish through a Memorandum of Understanding a One-Stop Operator provider(s) that employs vision, innovation, accountability, efficiency and effective utilization of resources in workforce development programming. It is the goal of the DWDB to create a highly coordinated workforce system that focuses on a fully integrated service delivery strategy which ensures that all customers flow seamlessly throughout. As customers are engaged across multiple entry points, their individual needs shall be identified and addressed, and they will be provided with access to programs, services and navigation to supplementary supports.

WIOA seeks to help job seekers and workers access employment, education, training and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy. The main goals of WIOA are to:

- Align federal investments to support job seekers and employers;
- Strengthen the governing bodies that establish state, regional, and local workforce development priorities;
- Help employers find workers with the necessary skills; and
- Align goals and increased accountability and information for job seekers and the public.

The RFP instructions are intended to assist organizations interested in responding to the RFP. The entire application should be reviewed to ensure that all the requirements are understood. Proposers are also encouraged to follow the Department of Labor's WIOA resource page for WIOA information and latest updates: www.doleta.gov/wioa

This RFP does not commit the Duluth Workforce Development Board to award a contract or grant, or to reimburse any costs incurred by successful or unsuccessful proposers in the preparation of their proposal. The DWDB reserves the right to reject any or all proposals, to accept or reject any or all items in a proposal, and/or to award multiple providers as is deemed to be in the best interest of the DWDB. The DWDB reserves the right to negotiate with any Respondent after proposals are reviewed, if such action is deemed to be in the best interest of the DWDB.

Timeline

RFP Available	April 1, 2021
Technical Assistance Period	April 5-April 16, 2021
Proposals Due (electronically)	by 4:30 p.m., Friday, April 30, 2021
Reviews Completed	by June 4, 2021
Workforce Board Approval Secured	by June 21, 2021
MOU Completed	by June 30, 2021
Begin Implementation	July 1, 2021

All applicants must submit a Letter of Intent to Apply to the Duluth Workforce Development Board by April 16, 2021. Letters should be sent to: purchasing@duluthmn.gov or Amanda Ashbach, City Purchasing Agent, 411 W. 1st Street Room 120, Duluth, MN 55802.

Background

The Workforce Investment and Opportunity Act (WIOA) seeks to help job seekers and workers access employment, education, training and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy. Congress passed WIOA in 2014, the first legislative reform of the public workforce system in more than 15 years. In doing so, Congress reaffirmed the role of the public workforce investment system and brought together and enhanced several key employment, education and training programs.

The main goals of WIOA are to:

Align federal investments to support job seekers and employers: At the state level, WIOA establishes a unified strategic planning process across core programs which include Adult, Dislocated Worker and Youth activities under Title I of WIOA; Wagner-Peyser Act Employment Service; Adult Education and Literacy, and Vocational Rehabilitation, including State Services for the Blind. See Minnesota's Combined State Plan at www.gwdc.org.

Strengthen the governing bodies that establish state, regional and local workforce development priorities: WIOA streamlines membership of business-led, state and local workforce development boards. The Act emphasizes the role of boards in coordinating and aligning workforce programs and adds funds to develop strategies to meet worker and employer needs.

Help employers find workers with the necessary skills: WIOA emphasizes engaging employers across the workforce system to align training with needed skills and match employers with qualified workers. The Act adds flexibility at the local level to provide incumbent worker training and transitional jobs as allowable activities and promotes work-based training. The law also emphasizes training that leads to industry-recognized postsecondary credentials.

Align goals and increased accountability and information for job seekers and the public:

WIOA aligns the performance indicators for core programs and adds new ones related to services to employers and postsecondary credential attainment. Performance goals must reflect economic conditions and customer characteristics. It makes available data on training provider performance outcomes and third party evaluation of programs.

Proposers are strongly encouraged to follow the Department of Labor's WIOA resource page for WIOA information and latest updates: www.doleta.gov/wioa.

Part of the vision outlined in WIOA is for local workforce development boards to serve as the strategic leader and convener of local workforce system stakeholders, and to partner with employers and stakeholders to:

- ✓ Develop and support policies and investments that support workforce system strategies that support regional economies;
- ✓ Develop effective approaches including local and regional sector partnerships and career pathways; and
- ✓ Develop high quality, customer-centered service delivery and service delivery approaches.

Local workforce development boards provide strategic and operational oversight in collaboration with required and additional partners and workforce stakeholders to maintain a comprehensive and high quality workforce development system. Boards also assist in the achievement of the State of Minnesota's strategic and operational vision and goals by coordinating local and regional efforts to align with state objectives. Part of this work is to maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of services provided through the public workforce development system.

The DWDB represents a partnership of business, government, and partner entities to serve the region's workforce development needs. The DWDB is a 27-member volunteer body, the majority of which represent the private sector. The remaining balance of the board includes representatives from education (both higher education and adult literacy), public assistance agencies, organized labor, rehabilitation services, community based organizations, economic development, charitable entities, and public employment services. Together with the Mayor of the City of Duluth, the DWDB serves as the oversight body of WIOA programs and funding within the City of Duluth.

WIOA requires local workforce development boards to establish One Stop Operator(s) to help coordinate CareerForce location (referred to in WIOA as a 'One-Stop' center) operations. The primary role of the One Stop Operator is to ensure that services provided through CareerForce locations meet the needs of its customers (business and job seeker) in an efficient and effective manner. It is critical that, within the operations of CareerForce locations, delivery of all services by all co-located and non-located partners are coordinated to ensure customers receive comprehensive assistance and support, and to avoid duplication.

Purpose

The purpose of this solicitation is to establish a One Stop Operator for the CareerForce location in the City of Duluth workforce development area (WDA). It is the goal of the Duluth Workforce Development Board to create a comprehensive, coordinated, innovative, and inclusive service delivery system that employs a range of strategies and partners to provide high-quality services to both jobseekers and employers. The One-Stop Operator selected under this RFP will be expected to strengthen Duluth's and the Northeast Region's workforce system by focusing on a fully coordinated strategy, maintaining customer engagement and ensuring their access to programs, services and navigation to supplementary supports. Programs and activities offered through the Duluth CareerForce location that would be coordinated by the selected One Stop Operator(s) include:

- Dislocated Worker programming: Services and resources that help get laid-off workers back into the workforce, including funding for training and supportive services.
- Adult Job Seeker programming: Services and resources that help eligible individuals obtain occupational skills training and learn effective job search strategy, including funding for training and supportive services
- Youth programming: Services and resources that help both in- and out-of-school youth, some with barriers, obtain a secondary credential, determine appropriate career paths and corresponding training, and gain work-readiness skills.
- Minnesota Family Investment Program (MFIP) / Diversionary Work Program (DWP) / Supplemental Nutrition Assistance Program (SNAP): Employment and training services provided to individuals who participate in public assistance programs.
- Older Worker services: Employment assistance, training, and paid internships for adults over age 55 through SCSEP and other programs.
- Vocational Rehabilitation Services: Resources for individuals with disabilities to obtain vocational credentials and employment.
- Adult Basic Education: Services that assist individuals to obtain basic skills, secondary credentials, and other education critical to success in the workplace.
- State Services for the Blind: Resources to assist eligible individuals obtain the skills of blindness as well as vocational training needed to become employed.
- Veterans Employment Services: Resources geared towards assisting Veterans in obtaining employment.
- Universal Customer Services: Including operation of the Career Lab, workshops such as Reemployment Assistance and Creative Job Search, Individual Assistance, and other offerings.
- Employer Services: Including job posting and referrals, hiring and networking events, engagement with training programs, incumbent worker training, and strategic workforce development planning.

Role of One Stop Operator and Scope of Services

The One Stop Operator will manage and coordinate an integrated system of partners within the City of Duluth that includes required workforce development partners, businesses and economic

development entities, and community agencies. In this role, the One Stop Operator will ensure services delivered through CareerForce Duluth effectively meet the needs of both businesses and job seekers. It is critical that within the operations of the CareerForce locations, the delivery of services are unified, which requires close collaboration with WIOA Title I service providers, the Minnesota Department of Employment and Economic Development (DEED; includes Job Service, Veteran's services, Reemployment Assistance, Unemployment Insurance, Vocational Rehabilitation Services, and State Services for the Blind), the Arrowhead Economic Opportunity Agency, the Northeast Minnesota Office of Job Training, ISD 709 Adult Basic Education, and other community partners specific to program service delivery.

The One Stop Operator will be responsible for the following:

- Lead and manage service delivery at the Duluth CareerForce location, including coordinating site operations, and managing space configuration, customer flow, and service integration;
- Convene and coordinate services of all required one-stop partners, including non-located partners, to ensure CareerForce in Duluth meets the goals set forth in the Workforce Innovation and Opportunity Act;
- Create and maintain a welcoming environment for all CareerForce customers, including clean and professional resource areas;
- Maintain an inclusive service environment, ensuring cultural fluency of all CareerForce staff;
- Coordinate and convene meetings of one-stop partners;
- Promote the services available at CareerForce in Duluth, internally and externally;
- Remain knowledgeable of the mission and performance standards of all partners and facilitate cross-training among all staff;
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies;
- Serve as a liaison between the DWDB and CareerForce partners;
- Support and utilize employer engagement and local board sector partnerships to guide system services and activities;
- Support and develop referral networks between workforce partners, economic development, education and community organizations;
- Ensure career lab area and reception staff are trained and provide quality customer services to job seekers and employers;
- Ensure compliance with all policies governing the operations of a CareerForce location;
- Work with the DWDB and partners to define and provide a means to meet common operational needs, such as training, technical assistance, and additional resources, etc.;
- Facilitate sharing of performance data and information;
- Develop and manage partner responsibilities as defined in Memorandums of Understanding and resource sharing agreements (including cost allocation plans, Career Lab staffing, and coordinated service delivery);
- Represent the CareerForce location, brand, and statewide system to promote services, discuss partnership opportunities, and foster the growth and development of a workforce development network;

- Ensure non-program EEO requirements and ADA regulations are met, including coordinating staff training, and assuring EEO/ADA posters and processes are in place;
- Track and respond to CareerForce customer complaints, ensuring adequate resolution; and
- Other duties as assigned relevant to local needs.

PART II - PROPOSAL REQUIREMENTS

Eligible Respondents

Eligible respondents include individual entities or consortia of governmental, educational or not-for-profit organizations or agencies engaged in public service. Private, for-profit organizations engaged in providing employment and training and educational opportunities for eligible adults may apply. Entities must be registered with the Minnesota Secretary of State to do business within the state of Minnesota. Entities that are presently debarred, suspended, proposed for debarment, declared ineligible, or excluded from participation in this transaction by any Federal department or agency are not eligible to respond to this RFP. Proposal reviews and awards are contingent upon respondents being current on any loan, contractual, or tax obligation as due, or in compliance with any rule, regulation, or provision on existing or past contracts.

All respondents to this RFP to establish a One Stop Operator must meet the criteria outlined in WIOA (Sec. 121.d) and the WIOA Notice of Proposed Rulemaking dated April 16, 2015, (WIOA NPRM) available at <http://www.doleta.gov/WIOA/NPRM.cfm>. The following summarizes who is eligible to function as a One Stop Operator:

One-Stop Operators may be a single entity (public, private, or nonprofit) or a consortium of entities. Eligible entities include higher education institutions, community-based organizations, for-profit entities, government agencies, and other interested organizations (such as a local chamber of commerce or other business organization, or a labor organization), of demonstrated effectiveness, that are capable of carrying out the duties of the One-Stop Operator, and that are located in the local area. If the consortium of entities is one of one-stop partners, it must include a minimum of three of the one stop partners described in WIOA Sec. 121(b)(1). Elementary or secondary schools are not eligible to respond with a proposal as a One-Stop Operator, but nontraditional public secondary schools such as night schools, adult schools, or area career and technical education schools are eligible.*

**NOTE: if a response to this RFP includes existing partners in the CareerForce system, appropriate conflict of interest assurances will be required as part of the Memorandum of Understanding.*

Respondents are expected to have the technical competence, knowledge and expertise in management and administration, appropriate staff capacity, and the administrative and fiscal management systems to accomplish the scope of work stated in this RFP and must also meet high standards of public service and fiduciary responsibility. Respondents are responsible for being knowledgeable of all laws, regulations, rules, and policies of the specific funding sources involved and applying them in developing the RFP response.

Conflict of Interest

Successful proposer(s) will be required to establish sufficient firewalls and conflict of interest policies and procedures compliant with WIOA Section 12 (d) (4) (A) and (C) and U. S. Department of Labor TEGL 15-16. Local policies and procedures are outlines in the DWDB Firewall and Conflict of Interest Policy.

Proposal Components

Bidders must provide responses in narrative format to each numbered item listed below. Proposals must indicate experience with and philosophy related to each item from sections A and B below (considered the *Proposal Narrative*, see Appendix B for template), which together is limited to no more than ten pages, including related attachments. Section C, *Budget Narrative* (see Appendix C) is limited to no more than five (5) pages.

Responses to sections A and B below, Proposal Narrative, must comprise no more than ten (10) double-spaced pages.

A. Experience and Philosophy (40 points). *Describe your experience with and/or philosophy regarding the following:*

1. Visionary leadership while operating within structured rules and guidelines.
2. Fostering collaboration and partnerships.
3. Monitoring system integrity.
4. Measuring customer satisfaction and staff morale and implementing changes as necessary.
5. Information sharing across a variety of partners and programs.
6. Working on diverse/divergent issues or agendas to reach common outcomes.
7. Serving employers to assess and meet their workforce needs.
8. Serving diverse customers including economically disadvantaged individuals with little or no work experience, individuals with disabilities, Black, Indigenous, and People of Color (BIPOC), dislocated workers, older adults (age 55+) and young adults.
9. Making services available and accessible in both an in-person and virtual delivery model.
10. Understanding federal laws and/or workforce or related laws, including the Workforce Innovation and Opportunity Act (WIOA).

Discuss any other areas of experience you would like the review committee to know about as it relates to this RFP.

B. Approach (30 points).** *Describe how you will approach achieving a mutually beneficial relationship between the partner agencies, the DWDB, and the One Stop Operator in meeting the following key One Stop Operator responsibilities:*

1. Leading CareerForce location site operations, including space configuration and customer flow.

2. Creating and maintaining a welcoming and inclusive customer service environment.
3. Coordinating with both internal and external CareerForce Duluth partners and programs.
4. Promoting the services available through the CareerForce system.
5. Ensuring CareerForce staff are adequately trained to provide quality, comprehensive, and inclusive services to customers – both jobseekers and employers.
6. Evaluating customer needs and satisfaction.

****Up to five (5) additional bonus points will be awarded to proposals comprised of a consortium of three (3) or more mandated WIOA One-Stop partners. This must be evidenced through letters of commitment from each mandated partner that should be attached to the proposal response. Letters of commitment will not count toward the 10-page limit.**

Responses to the section C, Budget Narrative, must comprise no more than five (5) pages, including any attached charts, tables, or spreadsheets.

C. Budget Narrative (20 points*).** *Detail the projected costs for delivering services described in the proposal. Include information on any in-kind services and leveraged funds where appropriate and applicable, including the source(s) of leveraged funds. Proposals must include an itemized breakdown of all requests for funding along with the costs associated with the requested funds.*

*****Up to five (5) bonus points may be awarded to proposals that include the use of in-kind services and/or other funding that can be leveraged to execute the responsibilities outlined in this RFP. Such in-kind services and leveraged funds must be clearly detailed in the budget narrative.**

Proposal Evaluation Methods

There are 90 base points with an additional ten bonus points that may be awarded if certain criteria are met (see below), for a total possible achievement of 100 points. The DWDB reserves the right to consider other discerning factors along with the points associated with each proposal to determine the final selection.

All proposals will be reviewed by an Evaluation Committee comprised of DWDB members and staff. This committee will include only those individuals who have no fiduciary interest or direct involvement in responding to this RFP. The Evaluation Committee will determine which of the proposals will provide the best value to the DWDB. A final decision will be made by the DWDB in June 2021.

All data and information from the proposer must be submitted as described in Part III of this RFP, Proposal Submission Procedures, below.

Evaluation Committee members will review and score proposals according to the criteria and assigned points specified in this RFP using the following criteria:

- A. Experience and Philosophy (40 points)
- B. Approach (30 points)
- C. Budget (20 points)

A total of ten (10) bonus points can be awarded to proposals that include the following:

- Up to five (5) additional bonus points will be awarded to proposals comprised of a consortium of three (3) or more mandated WIOA One-Stop partners. This must be evidenced through letters of commitment from each mandated partner that should be attached to the proposal response (the letters of commitment will not count toward the page limit).
- Another five (5) additional bonus points will be awarded to proposals that include appropriate in-kind services or indicate other funds that can/will be leveraged to accomplish the responsibilities outlined in this RFP.

The DWDB, at its discretion, may request presentations by or meetings with any or all respondents to clarify or negotiate modifications to the respondent's proposals. However, the DWDB also reserves the right to make an award without further information related to the proposals submitted. Therefore, initial proposals should reference the most favorable terms, from both technical and price standpoints, which the respondent can propose.

The DWDB reserves the right, in its sole and complete discretion, to reject any and all proposals or cancel the request for proposals at any time prior to the time a MOU is fully executed, when it is in its best interests. The DWDB is not liable for any costs the respondent incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the agreement.

Part III - PROPOSAL SUBMISSION PROCEDURES

General Submission Information

To be considered, entities must submit a proposal along with other supporting documentation in accordance with the instructions in this RFP. When evaluating a proposal, the DWDB will consider how well the respondent has complied with these instructions and provided the required information. The DWDB reserves the right to request clarifications from any bidder regarding information in their proposals at any time prior to the official selection of the One Stop Operator(s).

Bidders can submit questions to purchasing@duluthmn.gov during the technical assistance period between 8:00 am on April 5 and 4:30 pm on April 16 to request clarification that may be needed to comply with these instructions. Questions are considered public information and will be posted in their entirety on the City of Duluth Purchasing web page with answers within three (3) working days of submission at <http://www.duluthmn.gov/purchasing>. Questions will be accepted by email only.

Responses to this RFP should be economically prepared, with emphasis on completeness and clarity of content. The proposal narrative must be double-spaced in at least 12-point font and must be on standard 8 ½" by 11" paper with no less than one inch margins.

Submission Closing Date

Full proposals must be submitted electronically no later than 4:30 pm on Friday, April 30, 2021 to purchasing@duluthmn.gov The subject line should state: "One Stop Operator Request for Proposal" and the attached proposal document should be in PDF format. It is the responsibility of the Respondent to ensure that the proposal is received by the City Purchasing Office by the date and time specified above. Late proposals will not be considered.

Proposal Checklist

All proposals must contain the following documents:

- ☐ *Cover Sheet*: Organization name, address, phone number, and contact information for the Authorized Representative of the Respondent or company, limited to one (1) page (see Appendix A for template).
- ☐ *Executive Summary*: A brief overview of the proposal not to exceed one (1) single-spaced page.
- ☐ *Proposal Narrative*: Responses to each item indicated in the template found in Appendix B; must not exceed a total of ten (10) double-spaced pages.
- ☐ *Letters of Commitment*, if consortium application (does NOT count towards the 10-page narrative limit).
- ☐ *Budget Narrative* including specific levels of funding sought under the proposal and the detailed activities associated with requested funding (see Appendix C for template). Must not exceed a total of five (5) pages.

Funding Availability

Estimated One-Stop Operator Budget Expense: \$35,000 per year*

** The time required to perform the duties outlined in this RFP can vary significantly from minimal monthly site coordination of the CareerForce location to more time-intensive activity such as participating in monthly Partner and other meetings to effectively coordinate CareerForce Duluth operations.*

Note: This contract may be modified in accordance with changes to legislation, regulation, or yearly program allocations/funding sources used to provide delivery of these activities. Additional consideration will be given to entities or consortia of WIOA/CareerForce core partners that can show the ability to leverage resources, such as staff, leased space, and other operational costs in the Duluth CareerForce location, by using their organization/program funds to support the WIOA/CareerForce system partnership model. Respondents who intend to cover One-Stop Operator Budget Expenses with leveraged funds must detail the scope of work duties and specific funding source to be utilized in their letter(s) of support.

Notification of Selection

Respondents whose proposals are not selected will be notified in writing when the MOU with the selected provider has been fully executed.

Award & Period of Performance

The period of this Memorandum of Understanding shall be from **July 1, 2021 through June 30, 2024**. Subsequent year contracts will be negotiated based on available WIOA Adult and Dislocated Worker Program funding allocations and One Stop Operator requirements from the U.S. Department of Labor and the Minnesota Department of Employment and Economic Development. Any additional work will be discussed in the future and price will be negotiated at that time. The DWDB reserves the right to adjust funding allocated for One Stop Operation activities due to changes or fluctuations in available funding.

Conditions of the RFP/Reserved Rights:

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

- Supplement, amend or otherwise modify or cancel any provisions set forth in this solicitation at any time.
- Accept or reject any non-responsive or untimely responses or to reject all responses to this RFP and/or seek new proposals.
- Disqualify any respondent who submits an incomplete or inadequate response or is not responsive to the requirements of this RFP.
- Change or waive any provisions set forth in this RFP.
- Determine whether the respondent's written or oral representations are true, accurate and complete or whether the respondent has adequately responded and has the necessary experience, including seeking and evaluating independent information on any respondent.
- Verify representations in the response by visiting and examining any of the project sites referenced in the proposal submitted and to observe and inspect the operations at such sites.
- Negotiate any and all proposed terms, conditions, costs, staffing level, services/activities mix, and all other specifics.
- Request: a) additional data, b) technical or price revisions, or c) oral presentations in support of or to clarify the written proposal.
- Conduct a pre-award review that may include, but is not limited to, a review of the respondent's record keeping procedures, management systems, and accounting and administrative systems.
- Change specifications and modify contracts as necessary to (a) facilitate compliance with the legislation, regulations and policy directives, (b) to manage funding, and (c) to meet the needs of the customers.

- End agreement negotiations if acceptable progress, as determined by DWDB, is not being made within a reasonable time frame.

All materials submitted in response to this RFP will become property of the DWDB and will become public record after the evaluation process is completed and an award decision made.

**ONE STOP OPERATOR PROPOSAL COVER SHEET
DULUTH WORKFORCE DEVELOPMENT BOARD**

PROPOSER INFORMATION	
Proposer Name :	
Mailing Address:	
Website:	
Contact Person:	
Contact Person's Phone Number:	
Contact Person's E-Mail Address:	
State Tax ID Number:	Federal ID Number:
Authorized Signature:	Printed Name:
Title:	Date:

Mandatory Disclosures: By submitting a proposal, each Proposer understands, represents, and acknowledges that:

- A. Their proposal has been developed by the Proposer independently and has been submitted without collusion with and without agreement, understanding, or planned common course of action with any other vendor or suppliers of materials, supplies, equipment, or services described in the Request for Proposals, designed to limit independent bidding or competition, and that the contents of the proposal have not been communicated by the Proposer or its employees or agents to any person not an employee or agent of the Proposer.
- B. There is no conflict of interest. A conflict of interest exists if a Proposer has any interest that would actually conflict, or has the appearance of conflicting, in any manner or degree with the performance of work on the project. If there are potential conflicts, identify the public or private entities with whom your organization is currently, or have been, employed and which may be affected.
- C. It is not currently under suspension or debarment by the State of Minnesota, any other state or the federal government.

PROPOSAL NARRATIVE
ONE STOP OPERATOR REQUEST FOR PROPOSALS
(limited to ten (10) double-spaced pages)

Experience and Philosophy (40 points) <i>Describe your experience with and/or philosophy regarding the following:</i>	
1.	Visionary leadership while operating within structured rules and guidelines. (insert response)
2.	Fostering collaboration and partnerships. (insert response)
3.	Monitoring system/program integrity. (insert response)
4.	Measuring customer satisfaction and staff morale and implementing changes as necessary. (insert response)
5.	Information sharing across a variety of partners and programs. (insert response)
6.	Working on diverse/divergent issues or agendas to reach common outcomes. (insert response)
7.	Serving employers to assess and meet their workforce needs. (insert response)
8.	Serving diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, racial or ethnic minorities, dislocated workers, and/or young adults. (insert response)
9.	Making services available and accessible in both an in-person and virtual delivery model. (insert response)
10.	Understanding federal laws and/or workforce or related laws, including the Workforce Investment Act or the Workforce Innovation and Opportunity Act (WIOA). (insert response)
Include any other areas of experience you would like the review committee to know about as it relates to this RFP: (insert response)	

Approach (30 points*)

Describe how you will approach achieving a mutually beneficial relationship between the partner agencies, the DWDB, and the One Stop Operator in meeting the following key One Stop Operator responsibilities:

1.	Leading CareerForce Duluth site operations, including space configuration and customer flow. <i>(insert response)</i>
2.	Creating and maintaining a welcoming and inclusive customer service environment. <i>(insert response)</i>
3.	Coordinating CareerForce Duluth partners and programs. <i>(insert response)</i>
4.	Promoting the services available throughout the CareerForce system. <i>(insert response)</i>
5.	Ensuring CareerForce staff are adequately trained to provide quality, comprehensive, and inclusive services to customers – both jobseekers and employers. <i>(insert response)</i>
6.	Evaluating customer needs and satisfaction. <i>(insert response)</i>
<p><i>*Up to five (5) additional bonus points will be awarded to proposals comprised of a consortium of three (3) or more mandated WIOA One-Stop partners. This must be evidenced through letters of commitment from each mandated partner that should be attached to the proposal response. The letters of commitment will <u>not</u> count toward the 10-page limit.</i></p> <p><input type="checkbox"/> Check if this proposal represents a consortium of three or more WIOA-required One Stop Partners.</p> <p><input type="checkbox"/> Check if this proposal represents a partnership of other non-Workforce Center partners.</p>	

Appendix C

BUDGET NARRATIVE ONE STOP OPERATOR REQUEST FOR PROPOSALS (limited to five (5) double-spaced pages)

Narrative (20 points*) <i>Describe the costs associated with the proposed method of system coordination and Workforce Center site management.</i>		
1.	Monthly costs associated with coordinating system partners: <i>(insert detailed justification, including the use of any in-kind services or description of leveraged funds)</i>	\$
2.	Monthly CareerForce (physical) site coordination costs: <i>(insert detailed justification, including the use of any in-kind services or description of leveraged funds)</i>	\$
3.	Annual additional or miscellaneous costs (supplies, travel, staff training, etc.) <i>(insert detailed justification, including the use of any in-kind services or description of leveraged funds)</i>	\$
TOTAL PROPOSED ANNUAL BUDGET		\$
<p><i>*Up to five (5) additional bonus points may be awarded to proposals that include the use of in-kind services and/or other funding that can be leveraged to execute the responsibilities outlined in this RFP.</i></p> <p><input type="checkbox"/> Check if this proposal includes significant in-kind services or leveraged funding to support One Stop Operator responsibilities. Such in-kind services and leveraged funds must be clearly detailed in the budget narrative above.</p>		