

Northern Indiana Workforce Board
&
Workforce Development Group, Inc.

Request for Proposal
(RFP)

Program Years August 1, 2006-June 30, 2008
Workforce Investment Act (WIA)
Adult and Dislocated Worker Services

Date Issued: June 2, 2006
Letter of Intent: June 9, 2006

Date Due: June 30, 2006 4:00pm Eastern Time

Deliver to:
Workforce Development Group, Inc.
401 East Colfax Avenue, Suite 307
South Bend, IN 46617

PROPOSALS MUST BE RECEIVED BY THE DUE DATE.
LATE SUBMISSIONS WILL NOT BE ACCEPTED.
U.S. POSTMARK WILL NOT BE ACCEPTED.

Bidders may download an electronic copy of this document at:
www.gotoworkone.com

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Section I

General Information

I. Request for Proposal Outline:

This Request for Proposal (RFP) is divided into Five (5) sections:

Section I consists of General Information involved in submitting a proposal and the process for selection of successful proposals. This section describes general and technical guidelines that must be followed when responding to the RFP.

Section II contains local policies and guidelines for programs operated with WIA Title I funds. Proposals must take into consideration these policies for program services delivery. These are policies currently enforced as approved by the Northern Indiana Workforce Investment Board, Inc. Local policies may be adjusted under the authority of the State Workforce Investment Board or the newly established Northern Indiana Workforce Board.

Section III of this RFP includes information about proposal format and a series questions, both specific to the services being requested and open-ended aimed at soliciting information about the proposing agency and its proposed program(s). These questions help facilitate the evaluation of all proposals by providing a uniform structure and a common set of questions all agencies must answer. Please follow the format and reference the question number in your answer.

Section IV includes the required Forms and Budget Worksheets.

- Proposal Coversheet
- Job Description for WIA funded staff
- Drug-Free Workplace Certification
- General Guidelines for Budget Proposal and Worksheet
- Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion, lower tier covered transactions

Section V includes a Glossary of Terms.

II. RFP Timeline:

RFP Release Date.....June 2, 2006
Letter of Intent.....June 9, 2006
Proposal Due Date.....June 30, 2006
 Notification of Funding.....July 14, 2006
 Programs Start Date.....August 1, 2006
 Programs End Date.....June 30, 2008

III. Program Components

Workforce Development Group, Inc. (WDG) as the Regional Operator of WorkOne for Northern Indiana is seeking an organization or organizations interested in providing a quality program of service delivery to adults under Title I of the Workforce Investment

Act, a program under the policy guidance of NIWB within the counties of Elkhart, Fulton, Kosciusko, Marshall, and Saint Joseph. The selected provider of these services will be required to maintain physical co-location within each of the five county WorkOne and WorkOne Express Centers. The selected provider/providers will be required to participate in the "Resource Cost Allocation Plan" for the WorkOne, and will be required to collaborate as a partner with WDG. Finally, the selected provider/s must use the State of Indiana case management system when it comes online (anticipated, summer 2006) with training to be provided through WDG and the State of Indiana.

IV. Who Can Apply:

Proposers may be partnerships, governmental units, public agencies, business organizations, public or private not-for-profit corporations, faith based organizations, local educational agencies, post secondary organizations or private-for-profit corporations organized in accordance with Indiana and Federal laws.

V. Letter of Intent:

Entities planning to submit a proposal to this RFP document must submit a letter of intent, no longer than one (1) page in length, using 12-point font. The letter must indicate the program of intent (Adult, Dislocated Worker, or Both), amount of the planned funding request, and the county or counties to be serviced. The Letter of intent should be received by WDG **no later than June 5, 2006.**

VI. Programs of Interest:

Proposals may be submitted for the Adult and Dislocated Worker programs separately, or together. Please indicate your organizations intent where indicated on the proposal cover sheet located on page 32 of Section IV.

VII. Geographical Interest:

Proposals may be submitted for one or more counties within the Northern Indiana workforce service area. These counties include Elkhart, Fulton, Kosciusko, Marshall, and Saint Joseph. Please indicate your organizations intent where indicated on the proposal cover sheet located on page 32 of Section IV.

VIII. Incurring Costs:

The Northern Indiana Workforce Board and/or WDG are not liable for any costs incurred by proposers in response to this RFP.

IX. Withdrawal of Proposal

The applicant or his/her authorized representative may withdraw a proposal in writing to WDG.

X. Program Period and Funds Available:

The program duration and fund availability for the WIA Adult and Dislocated Worker programs will be for the period August 1, 2006 through June 30, 2008.

WDG reserves the right to extend a contract for services for an additional year for the service being procured and only upon satisfactory performance of the Bidder during which this procurement is valid. However, failure to meet performance may result in loss of contract.

XI. Proposal Requirements:

Organizations responding to the Request for Proposal must adhere to the guidelines outlined in this RFP. The document must be limited to 40 pages, not including attachments, must be double-spaced, and typed using a minimum of a 12pt. font size. WDG reserves the right to eliminate proposals that are difficult to read, and encourages bidders to utilize standard font formats. Bidders should be concise in their responses, while providing sufficient detail to enable the NIWB and WDG to make accurate determinations as to the strength of the proposal, the likelihood of successful implementation, and qualifications and knowledge in managing similar programs/initiatives.

XII. Submission Requirements:

Proposals must be received no later than 4:00 p.m. on June 30, 2006. **LATE PROPOSALS WILL NOT BE ACCEPTED.**

Failure of the Proposer to respond to a specific requirement in this RFP in whole or in part will be a basis for elimination.

Only written clarifications and corrections requested by the WDG, if any, will be accepted after the submission deadline.

XIII. Proposal Review Process:

The proposal review will include the following steps:

- a. WDG will use standardized evaluation criteria to review all proposals.
- b. If necessary, interviews or any strategy as appropriate may be conducted to determine the organizations ability to deliver proposed services.
- c. Final approval will be made at the discretion WDG, with the support and approval of the Northern Indiana Workforce Board.

XIV. Appeal Process:

Any person wishing to appeal any decision made by WDG must follow the appeal process as established by this policy. Appeals may be made only for an alleged violation of the proposal review process that resulted in discrimination or unfair consideration.

All Proposers will receive written notice advising them of WDG's funding determination. All Proposers have the right to protest an award decision. Should a Proposer wish to appeal the decision of WDG, the Proposer must provide written notice with stated

reason(s) for the appeal within 10 business-days of the award notification to the Chief Executive Officer of WDG. The requested appeal must be based solely upon one of the four criteria for appeal listed below:

- A. Clear and substantial error or misstated fact upon which the decision was relied upon by WDG.
- B. Unfair competition or conflict of interest in the decision making process.
- C. An illegal or improper act or violation of the law.
- D. Other legal basis on grounds that may substantially alter WDG's decision.

The Proposer will receive written notice that their appeal was received within 5-business days (Monday-Friday) of its receipt. The CEO of WDG will issue a response within 10 business days from the date in which the appeal was received that will serve as a complete and final answer to the protest. All appeals decisions will be made by WDG with approval and support of the NIWB. WDG reserves the right to refuse to consider an appeal that does not identify specific procedural shortcomings.

Appeals should be addressed to:

Juan A. Manigault, President and CEO
Workforce Development Group, Inc.
The Commerce Center, Suite 307
401 East Colfax Avenue
South Bend, IN 46617

Please note on the lower right hand corner the following information:

“Appeal Request Enclosed-Please Process Immediately”

NIWB and WDG will not be held liable for delivery of appeals. It is the responsibility of the individual or organization filing the appeal to obtain appropriate documentation of its delivery to the WDG Offices.

XV. Programmatic Controls for Successful Bidders Will Include:

Programmatic Controls will be instituted by the bidder to ensure:

1. Reports and/or documents contain complete and correct information;
2. The ability to input comprehensive MIS data into the regional tracking system to track participant enrollments, attendance, and outcome data. When available, WIA providers will be required to utilize the State of Indiana's case management and reporting system when it becomes available. In the meantime, WIA providers will be expected to report data using the State's PMIS system.
3. Discrepancies in reports and/or documents are to be resolved in a timely manner as prescribed by WDG. Service providers must submit all billing/invoices in a timely

manner as specified by the WDG. Monthly narrative reports are required no later than the 15th of each month. Narratives must be submitted in completion. Incomplete narratives will not be accepted.

4. Late billings may be rejected and cost may be disallowed.

XVI. Contractual Requirements for the Successful Bidder Will Include:

In order to contract for WIA funds, an agency must meet the following requirements:

- A. Proposing agency must provide services within the NIWB's Region 2 area.
- B. Be legally capable of entering into a contract and able to provide proof of administrative ability in administering WIA programs.
- C. Be able to start up proposed services within 30 days of the execution of the contract.
- D. Be an Equal Employment Opportunity (EEO) employer. If selected for funding, an agency will be required to meet EEO requirements.
- E. Comply with all applicable provisions of the Americans with Disabilities Act (ADA) of 1990.
- F. Be able to meet insurance requirements:
 - 1) Worker's Compensation – as required by State Law
 - 2) Comprehensive General Liability – in an amount no less than one million dollars (\$1,000,000) combined single limit for bodily injury and property damage.
 - 3) The Region 2 counties, their officers, employees, agents and the Northern Indiana Workforce Board are to be covered as insured.
 - 4) Notice of Cancellation – Each insurance policy shall be endorsed to state that the coverage shall not be suspended, voided, or canceled except after thirty (30) days prior written notice has been given to NIWB.

XVII. Records Management:

All records shall be made available to WDG for auditing on an as-needed basis.

- A. The successful Bidder shall complete a file on each participant during the duration of the program. Documents maintained will be dependent on the services provided.
- B. The Bidder will submit all State of Indiana required MIS documents, other reports, documents and records required by WDG.
- C. The Bidder will comply with the State of Indiana and NIWB policies and procedures.
- D. The Bidder must maintain all active WIA participant files on site and monitor any file removal through the use of a log or other controlling device for a minimum of five (5) years from the date of contract closeout or audit/litigation resolution, whichever is later. All files remain the property of NIWB and DWD.

XVIII. Use of Subcontractors:

In the event of a proposal submitted jointly by more than one organization, one of the

organizations must be designated as the prime contractor, and the prime contractor will be solely responsible for assuring the performance of all aspects of the contract. All other parties shall be designated as subcontractors. Any use of subcontractors for this contract shall meet the requirements of this RFP.

Once a contract is awarded, the use of subcontractors at any time during the contract period by the prime contractor for any portion of the scope of work is subject to prior written approval of WDG and the written assurances as deemed necessary to ensure that only qualified, competent agencies perform services under the contract, and to ensure that the required scope of work is performed in a professional manner.

Non-discrimination requirements will apply to all subcontractors as mandated in WIA Section 188 and Title 41 Code of Federal Regulations, Chapter 60.

XIX. Secretarian Activities:

The WIA prohibits the utilization of WIA funds for the Secretarian purposes as described in WIA Section 188(a)(3), the Code of Federal Regulations 20, 667.266 and 667.275, and DWD Policy 99-35. All proposals must include a statement of assurances that WIA funds will not be utilized for Secretarian activities as described in the regulations and policies stated above.

XX. Lobbying Activities:

The Code of Federal Regulations, 29 CFR 93.100 prohibits the utilization of appropriated funds for lobbying activities. Specifically, the regulations state:

§ 93.100 Conditions on use of funds;

(a) No appropriated funds may be expended by the recipient of a Federal Contract, grant, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, or an employee of a Member of Congress in connection with any of the following covered Federal actions: the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(b) The Proposer must complete all applicable forms in Section III of this proposal regarding lobbying activities.

XXI. Smoke Free Designation:

The NIWB and WDG fully support DWD Policy 2005-22 which prohibits all smoking and tobacco products at all WorkOne and WorkOne Express Offices. This policy prohibits smoking in all owned and leased WorkOne Buildings and properties.

The Proposer must complete the form in Section III of this proposal regarding its

agreement with the smoke free designation of all WorkOne and WorkOne Express locations. By signing the form, the Proposer agrees to assist WDG regulate this policy by informing staff of the policy and monitoring smoking behaviors of employees while on WorkOne and WorkOne Express premises, informing client's of the smoke free policy through verbal communication via the Career Manager, and posting No Smoking signs within publicly visible areas throughout the centers.

XXII. Other Notifications:

This RFP may or may not result in an award of a contract. NIWB and WDG reserve the right, at its sole discretion, to cancel this RFP at any time and for any reason, and to not approve any or all proposals at any time and for any reason. Receipt of proposals by WDG confers no rights upon the Proposer. Receipt of proposals shall not in any manner whatsoever obligate NIWB, WDG or any employees thereof.

Selection to be a Provider does not guarantee specific quantities of WIA customers will be referred for services, but allows the opportunity to receive referrals as determined by need and benefit. The selected Provider will be compensated based on a cost reimbursement schedule determined through the RFP process.

The NIWB serves as the local area grant recipient, and WDG serves as the Regional Operator and administrative entity for all WIA funds received by Region 2.

Section II

Introduction and Background; Local Policies Governing WIA Title I Funded Programs and Services

All Region II local WIA Policies may be accessed through our website at the following address:

www.gotoworkone.com

If you do not have Internet access, you may request a paper copy of NIWB's local policies through the following contact:

Sherry L. Szmanda, Director of Policy and Systems Management
574-239-2380, extension 236
sherrys@NIWB.com

Only requests for policy related information will be acknowledged and responded to.

I. Introduction and Background

The Workforce Investment Act of 1998, herein referred to as WIA, dramatically changed the face of publicly funded employment and training programs. Opposite of the Job Training Partnership Act in which services could be provided through the Private Industry Council, WIA established the One-Stop System, known as WorkOne throughout the State of Indiana, and requires that the oversight and management of the One-Stop System be separate from the provision of direct client services. The NIWB, one of 11 Regional Boards within the State of Indiana, is responsible for the implementation and oversight of the Northern Indiana One-Stop System. NIWB procured the services of WDG to serve as the One-Stop Regional Operator. The Regional Operator is responsible for the direct oversight and management of the WorkOne System within the region. Counties that fall within the Northern Indiana Workforce Service Region include Elkhart, Fulton, Kosciusko, Marshall, and Saint Joseph (Indiana Region 2). WorkOne will at a minimum:

- Address the needs of all jobseekers;
- Meets the needs of regional employers to hire and train new and existing employers;
- Support coordination of activities at the local level to increase the employment, retention, occupational and vocational skills and earnings of the workforce;
- Reduce welfare dependency and increase self-sufficiency;
- Enhance the productivity and competitiveness of Indiana business and industry; and
- Encourage continuous improvement in worker preparation from kindergarten through adulthood.

Agencies in NIWB Region 2 that are collaborating in the development of the system currently include:

- Indiana Department of Workforce Development, operating the public employment service, Unemployment Insurance, veterans programs, and Trade Adjustment Act/Trade Readjustment Act programs;
- Indiana Division of Vocational Rehabilitation, providing a wide variety of programs for persons with disabilities;
- REAL Services, Inc., which utilizes Older American Act funds to serve persons aged 55 and older who are in need of employment-related assistance;
- Transition Resource Corporation, which serves migrant and seasonal farm workers throughout the region;
- Adult basic education providers throughout the 4-county region;
- Goodwill Industries of Michiana, Incorporated, serving adults and youth via the Workforce Investment Act, and administering other federal, state and local employment training resources;

- JobWorks, Inc., serving adults and dislocated workers via the Workforce Investment Act, and administering other federal, state, and local employment and training resources.
- Indiana Department of Children and Families.
- ADEC Resources for Independence, providing a wide variety of services to persons with disabilities.
- Vincennes University, providing an array of employment readiness activities
- Bethel College
- IVY Tech
- Job Corps

WIA requires that the partnering agencies referenced above utilize their resources to support, as allowed under respective legislation, the WorkOne system. The obligation for Region II adult and dislocated worker programs is directed to NIWB and its Regional Operator, WDG, with primary responsibility for the leadership and oversight of the WorkOne One-Stop system. Such responsibility includes monitoring WIA programs and One-Stop systems, policy development, partnership development, and coordination of adult and dislocated worker services. It is the responsibility of NIWB to implement federal and state policy, to establish local policy and to exercise oversight of the implementation of programs funded via the Workforce Investment Act, assuring that the intended goals of the federal legislation are realized. WDG, as the Regional Operator, has the responsibility for managing the WorkOne System. The selected service provider/providers will report to WDG.

The WorkOne Center is the heart of the workforce investment system. The WorkOne Centers are the physical locations in which pertinent service delivery partners connect effectively with each other and with customers. There are five chartered WorkOne centers within the Region II workforce service area. There are two (2) full service WorkOne Centers (Elkhart and South Bend), and three (3) WorkOne Express Centers (Plymouth, Rochester, and Warsaw). The NIWB will not maintain its goal of a high quality workforce investment system in the region unless the public views the WorkOne Centers as its first choice rather than a last resort for finding employment, obtaining a better job, selecting a new career, identifying good employees, accessing high quality and relevant training, and securing the information it needs to be successful in this regional economy. Therefore, NIWB and WDG subscribe to the development and support of a demand-driven WorkOne system. The successful bidder/organization will be expected to contribute its resources and staff to ensure that the highest possible quality of service is provided through the WorkOne System.

The WorkOne System has the following characteristics in Northern Indiana:

- A unified training and placement system to meet the unique needs of the northern Indiana labor market, addressing the needs of the employer and jobseeker.

- The WorkOne system consists of a number of partnering agencies operating interdependently to achieve a common purpose as defined by the State of Indiana, NIWB, WDG, and the Workforce Investment Act itself.
- WorkOne functions as an integral part of a state-wide-network of similar centers yet will operate autonomously under the policy directives of the WDG as the Regional Operator appointed by the NIWB.
- The WorkOne System is demand-driven addressing the human resource needs of regional employers, as well as the needs of the emerging, transitional, and incumbent workforce of Northern Indiana.
- The WorkOne System offers comprehensive services to address the unique needs of both employers and individuals through the provision of core, intensive, and training services.
- The Northern Indiana WorkOne system is an integrated demand-driven system providing seamless and transparent services to employers and individuals with a strong emphasis on customer satisfaction and customer service.
- The WorkOne System is competitive by responding rapidly to market focus, eliminating duplication between partnering agencies, providing customer choice, and achieving all programmatic, Board, and state-mandated performance standards and outcomes.
- The WorkOne System is accessible to both employers and individuals through physical office locations in each of the five counties.
- The WorkOne System assures achievement of Board-specified outcomes utilizing a system of continuous improvement and integrated training of partner agency personnel.

With this Request for Proposal, WDG, as the Regional Operator appointed by the NIWB is seeking an organization, or organizations, to deliver adult and dislocated worker services under Title I of the Workforce Investment Act of 1998. The provider will become part of the WorkOne System, and must be committed to a positive working relationship with its Regional Operator.

II. Program Performance Accountability:

The selected service provider will manage resources and provide monthly reports to the WDG describing how DOL/DWD performance measures and program performance goals are being achieved. Service providers will be accountable in accordance with WIA Performance Measures for adults and dislocated workers, and when implemented,

Common Measures, which are summarized below (Please refer to the Workforce Investment Act for complete descriptions).

Adult Performance Measures:

Entered Employment Rate - Of those who are not employed at registration: Number of adults who have entered employment by the end of the first quarter after exit divided by the number of adults who exit during the quarter.

Employment Retention Rate (after 6 months) – Of those who are employed in the first quarter after exit: Number of adults who are employed in the third quarter after exit divided by the number of adults who exit during the quarter.

Average Earnings Gain (after 6 months of working) – Of those who are employed in the first quarter after exit: Total post-program earnings minus pre-program earnings divided by the number of adults who exit during the quarter.

Employment and Credential Rate- Of adults who received training services: Number of adults who were employed in the first quarter after exit and received a credential by the third quarter after exit divided by the number of adults who exited.

Dislocated Worker Performance Measures:

Entered Employment Rate - Of those who are not employed at registration: Number of dislocated workers who have entered employment by the end of the first quarter after exit divided by the number of dislocated workers who exit during the quarter.

Employment Retention Rate (after 6 months) – Of those who are employed in the first quarter after exit: Number of dislocated workers who are employed in the third quarter after exit divided by the number of dislocated workers who exit during the quarter.

Earnings Replacement Rate (after 6 months of working) – Of those who are employed in the first quarter after exit: Total post-program earnings divided by pre-dislocation earnings.

Employment and Credential Rate- Of those who received training services: Number of dislocated workers who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of dislocated workers who exited.

WIA Common Performance Measures:

Below is a summary of the Common Measures for Job Training and Employment Programs as published by the US DOL in TEGL 17-05. Proposers should demonstrate an understanding of accountability measures under the current WIA authorization, as well as the Common Measures. Entities selected to provide WIA services for the Northern Indiana Workforce Service Area may be required to meet both the current performance measures as described above, and the proposed common performance measures described below pending full implementation of Common Measures through WIA reauthorization.

Entered Employment: *Of those who are not employed at the date of participation:*

The number of adult participants who are employed in the first quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

Employment Retention: *Of those who are employed in the first quarter after the exit*

quarter: The number of adult participants who are employed in both the second and third quarters after the exit quarter divided by the number of adult participants who exit during the quarter.

Average Earnings: *Of those adult participants who are employed in the first, second,*

and third quarters after the exit quarter: Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

(TEGL 17-05)

Section III

Proposal Format

I. RFP Evaluation Criteria:

The following criteria will be used to select the Bidders to provide WIA Adult Services:

- a. Assessment of the Proposer's Statement of Work, and the likelihood that the Regional Initiatives for the WorkOne Center and demand-driven system will be achieved as a result of the Proposer's leadership.
- b. Assessment of the organizational leadership, capacities, and qualifications in managing similar development initiatives, and its knowledge of both federal and state employment and training programs, as well as the programs and services of the partnering agencies.
- c. Assessment of the reasonableness of the budget and costs presented therein.
- d. Points will be awarded for each section identified below, as follows:
 1. Statement of Work (100 points)
 - i. WIA Reauthorization (5 points)
 - ii. Integration with WorkOne Systems/Center (15 Points)
 - iii. Provision of WIA Adult Services (15 Points)
 - iv. Case Management (15 Points)
 - v. Assessment (10 Points)
 - vi. Job Placement (10 Points)
 - vii. Follow-Up (10 Points)
 - viii. Customer Focus and Satisfaction (10 Points)
 - ix. Business Results (10 Points)
 2. Organizational Experience, staff qualifications (10 Points)
 3. Management/Administrative Structure (10 Points)
 4. Ability to function within a demand-driven environment (10 points)
 5. Budget justification to establish cost reasonableness and the amount of match-cash and/or in-kind. (20 Points)
- e. If necessary, WDG staff may conduct a site visit to determine the organization's ability to deliver proposed services.

II. Request for Proposal Coversheet:

The proposer's Chief Executive Officer must sign the Coversheet. By affixing his/her signature to the Coversheet, the individual certifies that he/she is authorized by his/her Board of Directors to submit the proposal, and to enter into any contractual agreements with the NIWB that may arise as a result of submitting the proposal. See Section IV for Coversheet.

III. Executive Summary:

Provide an Executive Summary of the proposal. Please separate the summary from the

rest of the proposal. The executive summary should be no more than two pages and cover/include the following elements:

1. A brief description of your organization and what makes it especially suited to provide the proposed services.
2. A summary of the scope of the proposed program and budget.
3. A brief description of your organization's expected outcomes.
4. A summary of the financial strength and stability of your organization.
5. A statement of your organization's vision and ability to function within a demand-driven WorkOne System.

IV. Mission, Vision, Alignment:

Bidders will be expected to submit proposals that clearly demonstrate their understanding of adult services and how those programs function within a demand-driven system. This will include a well-conceived philosophy of services and implementation that coordinates with the organizations mission and vision. The proposal should clearly state how the mission and vision of the organization align with the provision of services within the Northern Indiana workforce service area, region 2. This section is not to exceed one page.

V. WIA Re-Authorization:

WIA re-authorization will not be concluded in time for release of this Request for Proposal (RFP). Given the complex nature of WIA implementation in 1998, WDG is requesting that all responses to this RFP include an implementation/transition plan for WIA re-authorization. Please respond to the following:

- What is your understanding of WIA Re-authorization?
- What are the proposed changes?
- What are your capacities to incorporate those changes?
- How will reauthorization impact performance accountability?

VI. Program Transition:

The implementation of the Indiana Plan proposed an overhaul of the current workforce system while continuing to provide services to new and existing clients. In order to ensure that services are available throughout the Northern Indiana Workforce Service Area, WDG entered into short-term sole-source contracts with the PY 05 WIA service providers while completing this process of competitive procurement for PY 06-PY07 WIA services. WDG will initiate an aggressive monitoring procedure to ensure eligibility of all new enrollments and approval of expenditures for new and existing clients beginning August 1, 2006. Please incorporate a statement into the proposal that, if selected as the WIA services provider, the proposing organization will accept all new enrollments. WDG staff will work with the selected service provider to review all carryover files for accuracy of eligibility. All program files must be accepted by the WIA services provider with the exception of carryover files that may fail to meet basic enrollment eligibility.

VII. Statement of Work:

1. Number of Participants:

The NIWB is interested in utilizing funding sources to efficiently and effectively serve Region 2 job seekers. Bidders will be expected to submit proposals that clearly demonstrate their capacity to deliver adult services in conjunction with the WorkOne System. Please describe how outreach and recruitment will take place within the WorkOne System. Please project the number of new enrollments for PY 06 for each county in which you are proposing services. Participant carryover for PY 03 and PY 04 is provided in the table below for your convenience for calculating new enrollment projections.

Program	Program Year	Carry Over
Adult	2003	241
Adult	2004	214
Dislocated Worker	2003	147
Dislocated Worker	2004	183

The Provider selected by WDG and NIWB will be expected to provide services to existing clients as well as new enrollments.

2. Integration with the WorkOne System/Center (Please answer the following questions):

- A. Describe the Region 2 labor market.
- B. Describe your organizations understanding of the concept of a demand-driven WorkOne System.
- C. How will the proposer integrate services provided under Title I of the Workforce Investment Act through the WorkOne System?
- D. How will the proposer exhibit a commitment to high quality customer service, to the increased visibility of services through the use of the WorkOne image, and to a new level of interaction and collaboration with other organizations engaged in both human and economic development? Is your organization willing to work under the name of WorkOne, using your organization as a secondary entity?
- E. WIA adult providers will be expected to transfer staff under the functional supervision of the Individual Services Division and the Business Services Division managers in support of these divisions, according to the following schedule:

Position	Location
Receptionist	South Bend
Individual Services Division	South Bend
Individual Services Division	Warsaw/Plymouth

Individual Services Division	Elkhart
Individual Services Division	Rochester/Plymouth
Business Services Division	South Bend
Business Services Division	South Bend

Describe how supporting the demand-driven system by lending staff will enhance WorkOne and your organization’s service delivery to both employers and job seekers.

- F. Describe your plan for maintaining existing partnerships and plans to establish new collaborations and partnerships based upon the needs of the region?
- G. In the event of a change in service providers, the successful sub-contractor must agree in writing within the project narrative to provide transitional services for all Adult and Dislocated Worker participants. Please describe how the organization will coordinate the transition of services with the current provider to assure that all customers who are receiving services achieve their goals while participating in program services?

3. Provision of WIA Services:

- A. Describe how core services will be delivered to the eligible population for adult, and dislocated worker services.
- B. Describe how intensive services will be delivered to the eligible population for adult, and dislocated worker services.
- C. How will services to dislocated workers be distinguished from the adult populations?
- D. Describe how the organization will determine the need for training services and how these services will be delivered to the eligible population for adult, and dislocated worker services.
- E. Describe how the ITA system will be developed and implemented so that customer choice is maximized. Please describe your organizations plan for meeting the ITA criteria described on pages 25-26 of this RFP.
- F. Describe any other services provided by the organization that support the training and placement of individuals into employment and how these services will be provided through the WorkOne System.
- G. Describe how the organization will identify and deliver supportive services to support the individual's successful completion of services.

- H. Describe how the organization will integrate services to job seekers and employers through the WorkOne Individual Services and Business Services Divisions to job seekers and employers.
- I. The State of Indiana requires the utilization of a customized management information system for all WIA program input and reporting and will be releasing a mandated case management system (projected summer, 2006). Please describe your organizations capacity to implement and utilize the current PMIS system and how your organization will transition into and integrate the State's new case management system into daily operations.
- J. Describe how the organization will follow Federal and State standards to protect the clients' right to privacy and the organization's ability to keep confidential records.
- K. Please state your organizations policy for maintaining the dignity and respect of the client. What procedures are in place to regulate this policy, and how are complaints recorded and addressed?

4. Case Management:

The Bidder's adult service model must include the following services and systems:

- A. WDG and NIWB are committed to providing quality services to all customers of the WorkOne System, and believe in the continuance of education for all frontline staff. Please describe your organizations philosophy towards employee training, and provide examples of training provided to staff within the last program year. What efforts are in place to ensure that all frontline staff have obtained an industry certification?
- B. Development of an Initial Assessment based upon the individual and the requirements of WIA. It is advised that you refer to WIA Local Policy WIA-01-13, Revision 1 (available at www.gotoworkone.com) for additional information. Please attach a copy of the document to be used, or if case note documentation will be utilized, please attach a copy of the criteria to be included within the case notes. This should be attached to the proposal and labeled as **Attachment A**.
- C. Development of the Individual Development Plan based upon the individual and the requirements of WIA. It is advised that you refer to WIA Local Policy WIA-01-14 (available at www.gotoworkone.com) for additional information. Please attach a copy of the document to be used. The IEP must be a separate document within the case file. This should be attached to the proposal and labeled as **Attachment B**.

- D. Effective Connections to Employers and integration with WorkOne's Business Services Division.
- E. Customized assessment methods and tools to assist participants in choosing the most appropriate career path;
 - 1. Utilization of Work Keys assessment tools;
 - 2. Staff certified to administer assessment testing;
 - 3. Established time frames for administering assessments and reporting results;
 - 4. Method for formulating and preparing an evaluation analysis.
- E. Please describe in detail how individuals will be enrolled into a WIA program. What tools and/or criteria will be utilized by the case manager in determining if the individual is enrolled into a WIA service tier other than core staff assisted? What factors will be evaluated in making an enrollment decision, and how will this process assist your organization in meeting WIA performance and accountability measures as defined on pages 15-17 of this RFP?
- F. What resources and partnerships are available to assist those individuals who are not suitable for WIA services?
- G. Describe your case management approach and methodology and how they will result in the achievement of anticipated outcomes?
- H. Describe in detail the scope of services to individuals and who will provide this service. Indicate any subcontractors or partners and their roles and responsibilities.
- I. Provide a flow chart of your incoming and outgoing referral mechanisms. Indicate if you will be using any subcontractors to deliver services and provide a sample copy of proposed contract. Describe how you will integrate your organization's WIA services with other co-located WorkOne partners.
- J. Describe how you will facilitate customer choice in the selection of an appropriate training vendor.
- K. Provide a sample copy of the Initial Assessment and any policy or guidelines in place for utilization.
- L. Provide a sample copy of the Individual Employment Plan and any policy or guidance in place for utilization.

5. Assessment:

Assessment examines the WIA participants' capabilities and educational/vocational potential of the skills needed to succeed in career industries in Elkhart, Fulton, Kosciusko, Marshall, and Saint Joseph Counties.

- A. Describe the assessment tools and methods you will utilize to assess current skill sets, occupational interests, and areas that may require remediation?
- B. Describe the orientation process and how the purpose of each type of assessment will be explained to the participant. Identify the staff person who is responsible for the orientation as well and the amount of time necessary to facilitate the orientation, and indicate how participants are scheduled to receive the orientation and assessments.
- C. Describe the total number of year's experience each involved staff member has in administering assessment services.
- D. Describe the amount of time in days or hours that will be needed to complete the assessment?
- E. Describe the availability or accessibility of the assessment to the participants?
- F. Indicate the length of time to complete the assessments, formulate, and prepare an evaluative analysis, and develop a plan of action for the participant. Please indicate what information would comprise such a report and attach a sample.
- G. Describe the level of experience and/or knowledge of using Work Keys software as an assessment tool?
- H. Describe the organization's familiarity with Work Keys and the profiling of occupations and assessment of individual competence, and how these services will be provided to individuals and employers.
- I. Describe how results of the assessment will provide direction to the participant regarding occupational, educational, and training choices. What is the organization's plan for integrating Work Keys/other assessment results into the employment and/or training component of case management?
- J. What assessment tools will be utilized to determine if training is appropriate, and if the individual has the necessary means to successfully complete the training?

6. Job Placement:

- A. Please describe the processes in place to obtain unsubsidized employment for participants in today's challenging economic conditions. Please describe any relationships you may have with area employers, or private employment agencies to place participants into jobs that provide opportunity for self-sufficiency and wage replacement. Describe how your organization will integrate these relationships into Region 2's demand-driven WorkOne System through the Business Services Division.
- B. Describe your job placement services approach and methodology and how they will result in the achievement of anticipated outcomes.
- C. Describe any particular organizations, employers, or associations that will be used to enhance job placement services.
- D. Describe in detail the scope of services to individuals and who will provide this service. Indicate any subcontractors or partners and their roles and responsibilities.

7. Follow-Up:

- A. Describe your retention services approach and methodology and how it will result in the achievement of anticipated outcomes. Describe in detail the scope of services to individuals and who will provide this service. Indicate any subcontractors or partners and their roles and responsibilities.
- B. Describe your delivery of support services. Please describe the process for utilizing other community resources before WIA funds will be utilized. Please include a copy of any organizational policies or procedures regarding supportive services.
- C. Describe how you will track employed individuals. Include the mechanisms and supplemental data that may be used.

8. Customer Focus and Satisfaction:

- A. Describe how operational design and decisions will be driven by customer needs and customer feedback and how your organization will support WorkOne system accountability measures.
- B. Describe how management will use customer-generated information to benchmark itself against other, high-quality human service organizations.
- C. Describe how management will measure customer satisfaction and how such information will be used to assure that customer needs are met.

D. What will be the most challenging aspects of administering this WIA Adult program?

9. Business Results:

A. Please describe your organizations plan for obtainment of the WIA performance measures for each of the measures listed below. **Do not** list specific outcomes, rather demonstrate your organizations knowledge and understanding of the performance measures, and the systems that are in place or will be implemented to assist in managing and meeting program performance (Refer to Section 1, Paragraph 5; Program Performance Accountability):

1. Total Number Served
2. Entered Employment
3. Retention
4. Average Placement Wage

The Indiana Department of Workforce Development in cooperation with the United States Department of Labor determines the performance standards listed above for each WIA program year. NIWB and WGD expect selected providers to meet and/or exceed the State mandated performance measures. Please provide your organizational plan for meeting or exceeding the planned outcomes indicated above.

B. Please describe your organizations exit strategy. How does this maximize performance and accountability as defined under WIA? Clearly demonstrate the relationship between the exit strategy and WIA performance. Please include copies of tools/documents that will be utilized in making the decision to exit a client. This should be attached to the proposal and labeled as **Attachment C**.

10. Organizational Description:

A. Agency History

1. Provide the name of the corporate recipient of the funding, as well as the street/mailling address of the corporation, phone and FAX numbers.
2. Identity of the legal signatory for the corporation (i.e. that individual who can legally sign contracts, checks, etc.), including name, title, street/mailling address, phone and FAX number, and e-mail address.
3. What is the legal status of your organization (i.e. Private-for-Profit Corp., Private Not-for-Profit Corp., Public Agency, Partnership, Sole Proprietorship)?
4. How long has your organization been in existence; when was it started; and where is the home office located?

5. Describe your organization's ability to manage grant funds and provide a list of current funding sources.
6. Do you have a board of directors or a business advisory group? If so, how often do they meet and what is their role? Provide a current list of the Board of Directors, name, address, telephone, and if applicable, position (i.e. Chairman, Vice Chairman).
7. What are your professional affiliations and accreditations?
8. What plans do you have for training or certification of front-line and case management staff?
9. Please include the following documentation, as appropriate, to the proposal, labeled as **Attachment D**:
 - a. Articles of Incorporation
 - b. 501C3
 - c. IRS Tax Number
 - d. 990
 - e. Recent Audit or Financial Statements
 - f. Individual Profit and Loss Statement

B. Personnel Management

1. Provide a description of your existing and proposed personnel structure and systems.
2. Identify the staffing needs for the proposed services, specifying the number of staff in each classification. Complete a job description for each staff classification, identifying duties, education, experience, and responsibilities. If current staff will be fulfilling these positions, please attach a resume or work experience summary for each employee involved in this project.
3. Provide a copy of any state licenses and certificates. Provide an organizational chart that includes all staff involved with operating the proposed services.

C. Other Administrative Functions

1. Describe how you will use WDG's authorized Management Information and case management system for participant tracking. Explain how you will ensure required reports submitted to WDG will be timely and accurate.

2. Describe the methods for internal oversight to ensure quantitative, qualitative, and financial goals and objectives will be met.
3. Describe the organization's familiarity and knowledge of federal and state employment and training, and human resource development systems.
4. Describe the following organizational systems for:
 - a. Financial management and reporting/accounting for funds utilized;
 - b. Customer service reporting (i.e. participant demographics, activities participation, services provided, individual outcomes, etc);
 - c. Human resources management, including personnel policies, wage/salary, benefits, etc.;
 - d. Acquiring appropriate business insurance coverage (i.e. property, liability, bonding, etc.).

Section IV.
Required Forms and
Budget Worksheets

**NORTHERN INDIANA WORKFORCE BOARD
 WORKFORCE DEVELOPMENT GROUP, INC.
 WIA ADULT/DISLOCATED WORKER PROGRAM
 PROPOSAL COVERSHEET**

Prime Contractor Name and Address:		
Federal Employer Identification Number (FEIN):		
Contact Person:	Title:	
Agency Address:		
Address of Physical Program Location:		
Phone:	Fax:	Email:

Proposed Services	Proposed Counties
WIA Adult Program: <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Elkhart <input type="checkbox"/> Fulton <input type="checkbox"/> Kosciusko <input type="checkbox"/> Marshall <input type="checkbox"/> Saint Joseph
WIA Dislocated Worker Program: <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Elkhart <input type="checkbox"/> Fulton <input type="checkbox"/> Kosciusko <input type="checkbox"/> Marshall <input type="checkbox"/> Saint Joseph

Please use the space below to identify any/all sub-contractor relationships, and/or any intentions to subcontract, related to this proposal. If there are no plans to subcontract, please provide written statement to that effect.

--

The applicant certifies that the agency stated above is the prime contractor, and the information in the proposal is correct to the best of their knowledge and belief, and that the submittal of this proposal has been duly authorized.

Signature of Authorized Representative:	Date:
Signature of Additional Authorized Representative:	Date:

Northern Indiana Workforce Board
Workforce Development Group, Inc.
JOB DESCRIPTION FOR WIA FUNDED STAFF

Prepare a job description for each staff person to be funded by WIA.

Agency:
Program:
Position Title:
Directly Responsible To:

General Statement of Duties:

Education and Qualifications:

WIA Knowledge, Skills, and Abilities:

Responsibilities:

Northern Indiana Workforce Board
Workforce Development Group, Inc.
DRUG-FREE WORKPLACE CERTIFICATION

AGENCY NAME:

The agency named above hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The above named agency will:

- I. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).

- II. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b) to inform employees about all of the following:
 - a. The dangers of drug abuse in the workplace,
 - b. The person's or agency's policy of maintaining a drug-free workplace,
 - c. Any available counseling, rehabilitation, and employee assistance programs, and
 - d. Penalties that may be imposed upon employees for drug abuse violations.

- III. Provide as required by Government Code Section 8355© that every employee who works on the proposed contract or grant:
 1. Will receive a copy of the agency's drug-free policy statement, and
 2. Will agree to abide by the terms of the company's statement, as a condition of employment on the contract or grant.

CERTIFICATION

I, THE OFFICIAL NAMED BELOW, HEREBY SWEAR THAT I AM DULY AUTHORIZED LEGALLY TO BIND THE AGENCY TO THE ABOVE DESCRIBED CERTIFICATION. I AM FULLY AWARE THAT THIS CERTIFICATION, EXECUTED ON THE DATE AND IN THE COUNTY BELOW, IS MADE UNDER PENALTY OF PERJURY UNDER THE LAWS OF THE STATE OF INDIANA.

Official's Name	Official's Title
Date Executed	Executed in County of
Agency Representative	Representative's Title
Federal ID #	

**Northern Indiana Workforce Investment Board
GENERAL GUIDELINES FOR BUDGET PROPOSAL**

Bidders proposing Adult Programs shall submit a price package for proposed WIA Adult funds.

Use **ONLY** the budget forms included in this package. The forms may be replicated as long as the same format is used.

Proposed budgets should include both WIA costs and in-kind matching cash contributions adding up to the total cost to be incurred by the Bidder to provide the proposed services.

Please attach a budget narrative to the Budget Proposal Form. The budget narrative may **NOT** exceed 5 pages, and is **NOT** included within the 40-page maximum for the proposal.

Northern Indiana Workforce Board
Workforce Development Group, Inc.
Budget Proposal for WIA Adult Programs

WIA Cost Reimbursement Proposal
Name of Bidder:

Cost Reimbursement

Indicate price for service delivery for each participant based on the following criteria: staff time, assessment costs, travel, evaluation(s), equipment costs, materials and supplies, printing costs and rental fees (utilities, phone).	
Cost per participant	
Proposed number of participants	
Total cost for participants	
In-Kind Budget	
Bidder's Contribution	
Grand Total	

Please complete Schedule A

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS

INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.
3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to which this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that it is certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms “covered transactions,” “debarred,” “suspended,” “ineligible,” “lower tier covered transaction,” “participant,” “person,” “primary covered transaction,” “principle,” “proposal,” and “voluntary excluded,” as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause title “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion- Lower Tier Covered Transactions,” without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transaction.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded from Procurement or Non-procurement Programs.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which does a prudent person in the ordinary course of business dealings normally possess.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant is a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition other remedies available to the Federal Government, the DOL may pursue available remedies, including suspension and/or debarment.

**CERTIFICATION REGARDING
DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION LOWER TIER COVERED TRANSACTIONS**

This certification is required by regulations Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

(1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statement in this certification, such prospective participant shall attach an explanation to this statement.

Grantee/Contractor Organization

Program/Title

Signature

Date

Before completing, read instructions for certification.

Disclosure of Lobbying Activities
Continuation Sheet(s) SF-LLL-A

Page _____ of _____

Reporting Entity: _____

Authorized for local reproduction
Standard Form-LLL-A

Smoke Free Policy

The NIWB and WDG. fully support DWD Policy 2005-22 which prohibits all smoking and utilization of all tobacco products at all WorkOne and WorkOne Express Offices. This policy prohibits smoking and utilization of all tobacco products in all owned and leased WorkOne Buildings and properties. Please complete sign and date this form. It must be submitted with the completed proposal. Exclusion of this form will result in disqualification of the proposal submission.

If selected as a provider for WIA services for the Region 2 Workforce Service Area,

(Name of Organization)

understands the smoke free policy for WorkOne and WorkOne Express Centers. By signing the form I, _____,

(Agency Representative- Printed Name)

agree to assist WDG regulate this policy by informing all agency staff of the smoke free policy, and will monitor smoking behaviors of employees while on WorkOne and WorkOne Express premises. Secondly, client's will receive notification of the smoke free policy through verbal communication via the Career Manager, and posting No Smoking signs within publicly visible areas throughout the centers.

Name

Date

Section V

Appendices

GLOSSARY OF TERMS

Accrued Expenditures	Expenses incurred and charges made to the WIA program.
Assessment	The process whereby applicants are interviewed to determine their employability, motivation, aptitude, abilities, and interests in order to determine their suitability for services. Assessment includes the development of an initial assessment, individual service strategy, individual employment plan, or individual readjustment plan all of which may be referred to as in individual service strategy (ISS). Testing and counseling may be a part of the assessment process.
Barriers to Employment	Characteristics that hinder an individual's ability to participate in the labor market.
Basic Education Skills	Include reading comprehension, math computation, writing, speaking, listening, problem solving, reasoning, and the capacity to use these skills in the work place. Attainment can be considered an outcome for reporting purposes if measurable increase is shown.
Basic Literacy Skills Deficient	The individual computes or solves problems, reads, writes or speaks English at or below the 8 th grade level or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family or in society.
Case Management	The provision of a client-centered approach in the delivery of services, designed to 1) prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to the necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and 2) provide job and career counseling during program participation and after job or other post-secondary placement
Community-Based Organization	An incorporated non-profit organization which is a representative of communities or significant segments of communities and which provides job training, basic skills/ESL, vocational or stabilization services

Commercial Organization	A private-for-profit entity.
Cost Allocation Plan	A plan that identifies and distributes the cost of services provided by support staff and/or departments or functions. It is the means to substantiate and support how the costs for a program are charged to a particular cost category.
Credential	Nationally recognized degree or certificate or State/locally recognized credential. Credentials include, but are not limited to, a high-school diploma, GED, or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, and licensure or industry-recognized certificates.
Days	Will be counted as calendar days only. If a due date falls on a weekend or holiday, then the last preceding day of business will become the due date.
Debarment and Suspension	Federal requirements prohibit awards to all debarred parties. A self-identification of such status is requested during the Service Provider application process.
DOL	Department of Labor
Dropout (School)	An individual who is no longer attending any school and who has not received a secondary school diploma or its recognized equivalent. A youth attending an alternative school is not a dropout.
Educational Activities	A participant is considered to have been enrolled in an education activity if, 1) they have participated in a structured learning experience off the job where the Secretary's Commission on Achieving Necessary Skills (SCANS) foundation skills and competencies (or reasonable variations thereof) and/or other academic disciplines are taught and progress can be measured and documented; or 2) they have participated in a structured learning experience on the job (i.e. contextual learning) where SCANS foundation skills and competencies (or reasonable variation thereof) and/or other academic disciplines are taught and progress can be measured and document; or, 3) they have participated in structured learning experience, as described above, which combined learning off the job and on the job.

**Education-to-Work
Transition Activities**

Services that are designed to prepare and assist youth in moving from school to unsubsidized jobs. Such services include, but are not limited to counseling, skills training, literacy training, and vocational exploration.

Employability Skills

Includes world of work awareness, labor market knowledge, occupation information, career planning, decision-making, and job search techniques.

Follow-up Services

All youth must receive some form of follow-up services for a minimum duration of twelve (12) months after exit from the program. The types of follow-up services that may be provided include, but are not limited to:

- a. Leadership development activities
- b. Support Services
- c. Regular contact with a youth's employer, including assistance in addressing work-related problems
- d. Assistance in securing better paying jobs, career development and further education
- e. Work-related peer support groups
- f. Adult mentoring
- g. Tracking the progress of youth in employment
After training

In-Kind Contribution

Cash or non-cash contributions provided by a Bidder from federal or non-federal sources to support a program. In-kind contributions must be separately itemized in the proposal and contract budgets and are subject to audit.

Low Income

An individual who:

- a. Receives or is a member of a family that receives cash welfare payments under a Federal, State or local welfare program;
- b. Has, or is a member of a family that has received a total family income for the six-month period prior to application, in relation to family size and location, that did not exceed the higher of
 1. The official poverty line as defined by the Department of Health and Human Services and revised annually in accordance with Section

- 673*2 of the Omnibus Budget Reconciliation Act of 1981, or
2. 70 percent of the lower living standard income level.
 - c. Is receiving or has been determined eligible to receive, in the 6-months prior to application, Food Stamps, pursuant to the Food Stamp Act of 1977;
 - d. Qualifies as a homeless individual under (a) and (c) of Section 103 of the Stewart B. McKinney Homeless Assistance Act;
 - e. Is a foster child on behalf of whom state or local government payments are made; or
 - f. Is an individual with a disability who meets the requirements of (1) and (2) above, but who is a member of a family that does not meet such requirements.

Occupational Skills Training	Programs that combine workplace training with related instruction, which may include cooperative education programs; training for nontraditional employment; training programs by the private sector; skill upgrading and retraining, entrepreneurial training; job readiness training; and customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.
NIWB	Northern Indiana Workforce Board
Participant	An individual who has been determined to be eligible for WIA services.
Post-Secondary Education	Any education, training, or skills attainment program leading to a two-to-four year degree, certification, or skills training after a high school diploma or its equivalent has been earned.
RB	Regional Board (Northern Indiana Workforce Board)
RFP	Request for Proposal
RO	Regional Operator (Workforce Development Group, Inc)
WDG	Workforce Development Group, Inc
WIA	Workforce Investment Act of 1998

Appendix II
NIWB Staff Listing & Contact Information

Juan A. Manigault, President and CEO

Sherry L. Szmanda, Director of Policy and Systems Management

Workforce Development Group, Inc.
401 East Colfax Avenue, Suite 307
South Bend, IN 46617
Phone: 574-239-2380
Fax: 574-239-2386
Website: www.gotoworkone.com

**Appendix III
WIA Related Websites**

U.S. Department of Labor www.dol.gov

Indiana Department of Workforce Development www.in.gov/dwd

WorkOne Region 2 www.gotoworkone.com

Catalog of Federal Domestic Assistance www.cfda.gov

Code of Federal Regulations www.dol.gov/dol/allcfr/cfr.htm

Indiana Code Table of Contents www.state.in.us/legislative/ic/code

National Center on Workforce and Disability www.onestops.info

American Government Services www.gstars.com/AGSWebsite2003.nsf

National Association of Workforce Boards www.nawb.org