

REQUEST FOR QUALIFICATIONS

Requesting Qualifications from Organizations for Integrated Service Delivery of Next Generation Career Centers, WIA Adult & WIA Dislocated Worker Services for Program Year 2011

(07/01/2011 – 06/30/2012)

Including: Functional Leadership & Staffing Functions

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Respond to:

NEMO Workforce Investment Board

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*Northeast Missouri Workforce Investment Board
Integrated Service Delivery for Next Generation Career Centers,
WIA Adult and Dislocated Worker Services
REQUEST FOR QUALIFICATIONS*

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Northeast Missouri Workforce Investment Board
Integrated Service Delivery for Next Generation Career Centers,
WIA Adult and Dislocated Worker Services
REQUEST FOR QUALIFICATIONS

Section I: Proposal Cover/Signature Sheet and Project Abstract

- A. The Northeast Missouri Workforce Investment Board (NEMO WIB) is issuing this Request for Qualifications (RFQ) to procure a contractor(s) that will provide staffing and/or functional leadership in Missouri Career Centers (and potential rural outreach locations) within the Northeast Missouri Workforce Investment Region. A completed Cover Sheet must be included for any proposal to be considered. By signing this Cover Sheet, the Authorized Representative for the Organization is attesting that the information included in their proposal and all its attachments is current and accurate. (See Attachment 1 for Cover & Signature Sheet.)
- B. Organizations must submit a Project Abstract that provides a brief overview of their response. Project Abstracts must be limited to one (1) typed page to summarize the RFQ response. This one page summary must clearly and concisely convey the essence of the proposal by giving a brief overview of the following:
1. Name of the Organization submitting the proposal
 2. Mission and Purpose of the Organization
 3. Type of Organization (private non-profit, community or faith based org., etc.)
 4. Overview of Management Capabilities
 5. Number of Years in Operation
 6. Experience of Organization
 7. Approach to Hiring Staff

Please note that it is important that information in this Project Abstract be concise and specific for reviewers. Information that is not made clear and readily available to the reviewers will not be considered.

Section II: Request for Qualifications Background and General Information

- A. The NEMO (Northeast Missouri) Workforce Investment Board (WIB) is issuing this Request for Qualifications (RFQ) to procure a contractor that will provide staffing in Missouri Career Centers within the Northeast Missouri Workforce Investment Region. These staff will deliver workforce development services to both job seeker and employer customers as outlined in this RFQ and as agreed upon in any resulting contracts. Organizations desiring to serve as a contracting organization should note that the following are fundamental principles of the Next Generation Missouri Career Center system and that staff hired will be required to participate in the Next Generation Career Center (NGCC) model of operation. Please also see DWD Issuance 05-2009 (Strategic Framework for Missouri's Next Generation of Career Centers) and DWD Issuance 25-2009 (Minimum Standards for Missouri's Next Generation of Career Centers) for further details. (Attachment 2 and Attachment 3 to this RFQ.)
1. Integrated Service Delivery: The Northeast Missouri Career Center system will deliver workforce development services through an integrated service delivery model. Included in this integration model will be staff who delivers state funded services through Workforce Investment Act (WIA), Wagner-Peyser (W-P), Trade Adjustment Assistance (TAA), Missouri Employment and Training Program (METP) and Veterans Services programs. The purpose of this RFQ is to identify a contractor that can provide staffing through WIA funding in the context of this integrated environment.
 2. Functional Leadership: In the Northeast Missouri Career Center system's integrated model, functional supervision will play a key role within the operations. To implement this supervisory approach the Missouri Career Center will include a Functional Leader who is directly responsible for day-to-day operational activities. The Functional Leader will make operational decisions concerning customer flow, deploy staff as necessary to manage the customer flow, and be responsible for the overall quality and effectiveness of Missouri Career Center services. The functional supervision model recognizes that the contracting organization is considered the employer of record and has internal human resources functions that must be managed within their organization. Such functions would include final hiring and firing decisions, benefits administration, and time and attendance reporting. However, it should be noted that even in these critical human resource areas, the Functional Leader will have input and the opportunity to influence decisions.
 3. Team-Based Staff Deployment: In the Northeast Missouri Career Center system's integrated model, staff will be deployed in functional teams that work together to meet the needs of job seeker and employer customers. The specific

functional teams that will operate in each Missouri Career Center at a minimum will include the Welcome Team, the Skill Development Team, the Employment Team, and the Business Services Team. Through this RFQ, the NEMO Workforce Investment Board (NEMO WIB) is seeking a contractor(s) that can staff these functional teams with high energy, professional staff who can deliver high quality services to our customers. These staff must also have the ability to determine the need for supportive services for employment and training, assessing availability and suitability and identifying resources to meet those needs.

- B. Respondents should understand that costs must be reasonable and competitive. Only cost directly related to the operation of the grant program, and properly supported with all back-up documentation and records will be allowable charges to this program. The NEMO WIB reimburses contractors generally on a monthly basis. Required back-up documentation such as properly completed time cards, time sheets, travel reports, invoices, receipts, etc. must be maintained. Funds provided under WIA shall not be used to duplicate facilities or services available in the area from federal, state, or local services.
- C. The successful organization(s), those that enter into an eventual contract with the NEMO WIB, shall maintain records and accounts necessary for the effective operation of the program. This shall include, at a minimum, fiscal records which account for the reimbursement requests submitted, names of all persons who have received services, and the services which they received. Once a contract is issued, that organization becomes fully responsible for administration of the program or activity. Each organization will be liable for any disallowed or illegal expenditure of funds or program operations conducted under their contract.
- D. Organizations or agencies responding to this RFQ must be willing to sign a contract which will provide a full indemnification and hold harmless of any liability to the NEMO Workforce Investment Board or its governing bodies for any activities conducted by the contractor. This includes a full statement of responsibility for reimbursing the NEMO Workforce Investment Board for any costs or expenditures which are disallowed in an audit, or any other claims which might be made against a program operator by a WIA participant or other interested party. As a part of each contract, each organization will be required to subscribe to the assurances and certifications included in that contract. (Please see Attachment 4 for Contract Assurances.)

Section III: Organizational Management Capacity

NOTE: THIS INFORMATION AND RELATED DOCUMENTS REQUESTED MUST BE PROVIDED AT A MINIMUM FOR AN ORGANIZATION TO BE CONSIDERED. A TOTAL NARRATIVE RESPONSE FOR THIS SECTION IS LIMITED TO A MAXIMUM OF FIVE (5) PAGES, EXCLUDING REQUIRED ATTACHMENTS.

A. Organizational Management Capability:

1. *PROVIDE* a brief history of your organization. Include its location(s), how long it has been in operation, the types of activities and services presently and previously engaged in, and a description of the population served.
2. *PROVIDE* bonding/insurance statement that the organization shall ensure that every officer, director, agent, or employee who is authorized to act on behalf of the agent for the purpose of receiving or depositing funds into program accounts or issuing financial documents, checks or other instruments of payment for program costs, shall be bonded to provide protection against loss.
3. *PROVIDE* a statement of the responding organization's Affirmative Action or Equal Opportunity non-discrimination policies. *PROVIDE* complaint and grievance procedures. *PROVIDE* assurances that your organization will strictly adhere to all nondiscrimination and Equal Opportunity provisions codified at 29 CFR Part 37.
4. *DESCRIBE* your ability and process for outreach or "marketing" your services to both existing and potential customers (both job seekers and businesses). *PROVIDE* examples of how your organization has conducted successful outreach to diverse populations (i.e.: people with disabilities, individuals with limited English proficiency, etc.).
5. *PROVIDE* a statement that the organization will maintain all fiscal books, records, documents, and other evidence of accounting procedures and practices, and personnel and financial records sufficient to reflect properly all costs incurred.
6. *PROVIDE* a narrative describing organization's experience in operating customer related services. Describe the organization's customer staff-assisted outcomes; include number of years of experience in providing customer staff-related service; if employment and training-related services, be specific about any performance-related data for last two years.
7. *PROVIDE* a written statement that the organization will be able to assure that:
 - i. All records shall be maintained in compliance with the NEMO Workforce Investment Board's Record Retention Policy, which states that the NEMO WIB and its sub-recipients must retain all records applicable to Department of Labor (DOL) awards. Records shall include, but are not limited to, financial records, supporting documents, statistical records, and all other records pertinent to a grant or contract. The Code of

Federal Regulations at 29 CFR 97.42 (for all state and local government agencies) or 29 CFR 95.53 (for all non-state or non-local government entities) requires records to be retained for a period of three (3) years from the submission of the final expenditure report, or until such time as any litigation, audit findings or other claims have been resolved. The NEMO WIB and its sub-recipients will follow DWD Issuance 05-2007 and NEMO WIB Issuance #02-07 regarding Record Retention and Destruction of Records. (See Attachment 5 and Attachment 6 for detailed information.)

- ii. All required program information and reports will be provided to the NEMO Workforce Investment Board by the 6th working day of the month.
8. *PROVIDE* a written statement that the entity, if as a result of sub-state monitoring or other means is identified as having disallowed costs, will repay disallowed costs from non-federal funds to the NEMO Workforce Investment Board. Responding organizations should note that this statement will also be included in the actual contacts if an award is made.
9. *PROVIDE* a Conflict of Interest statement that indicates entity maintains a written code of standards of conduct governing the performance of persons engaged in the award and administration of resultant contract.
10. *PROVIDE* a statement that entity will subscribe to and use E-Verify to ensure all staff, and potential staff, working under any contract resulting from this RFQ meet the illegal immigrant policies set forth by the State of Missouri. Reference www.uscis.gov/e-verify for further information on this system. (See Attachment 7 for E-Verify Attestation.)
11. *ATTACH* a copy of your organization's Fiscal Policy to ensure your organization maintains a self-balancing, double-entry accounting system.
12. *ATTACH* a signed copy of the Certification Regarding Drug-Free Workplace Requirements. (Attachment 17)
13. *ATTACH* Copy of Evidence of Insurance (must specifically demonstrate insurance protection for bonding, liability insurance and insurance for personal injury, i.e. workers compensation). Bidder is responsible for all insurance covering its organization's acts and those of its employees.
14. *ATTACH* a copy of the most recent agency financial Independent Audit Report (if the agency is required to have an audit performed), unless provided to the NEMO WIB within the past six (6) months, and an agency-wide budget. Interested organizations should note that auditors should be changed every three (3) years at a minimum. Name of Independent Auditor must be included along with the length of time your organization has utilized this auditor/firm.

15. *ATTACH* a copy of the organization's State of Missouri Certificate of Corporate Good Standing and a statement indicating the legally constituted authority under which the organization functions.
 16. *ATTACH* a signed copy of the Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions. (Attachment 18)
 17. *PROVIDE* three (3) references from individuals outside your organization familiar with the quality of any prior staffing or workforce preparation programs your organization and/or key staff has been involved in. These letters of reference should be current and must reflect services delivered or projects involved in within the past 36 months.
 18. *DESCRIBE* your organization's process for conducting self-evaluation and self-monitoring. This should include the process, the activities that you monitor, who is responsible for this evaluation, and procedures by which deficiencies are corrected.
- B. Confidentiality & Information Security
1. *PROVIDE* statement of how the organization will abide by the Confidentiality & Information Security Plan as required. Please see DWD Issuance 01-2008, Change 1 in Attachment 8 of this RFQ for a copy of this issuance or visit https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=2351&menuID=6 for the full details on the confidentiality policy, information security plan, confidentiality of medical and disability related issues.
 2. *PROVIDE* statement that all staff having access to the Missouri Career Center (MOCC), its customer information, and the MOCC management information system (currently ToolBox 2.0) will be required to review and have a strong working knowledge of the Confidentiality and Information Security Plan as well as take the associated training and pass with a 100% score on the test that accompanies it before working with any confidential information, whether verbal or written.
- C. Transitioning Customers
1. *PROVIDE* a statement that the contractor will continue to provide services to customers that are transitioned from the previous contractor that is providing the services included in this proposal (if applicable).
 2. *ASSURE* that the original plan of services for the transitioned customers will be followed with no interruption in service to the customer. Customers that are "transitioned" are those eligible that are receiving WIA Adult or WIA Dislocated Worker services and have been registered as a WIA customer prior to the effective date of the contract resulting from this RFQ.

D. Partnerships

1. DESCRIBE your organizations ability to provide leadership and direction to multi-agency personnel in an integrated service delivery system.
2. PROVIDE examples of how your organization has partnered in a multi-agency setting and with other stakeholders not housed in the same location. DESCRIBE your ability to successfully connect the Missouri Career Center to its communities.

E. Eligible Organizations

1. Eligible organizations are those which have adequate administrative management and personnel capabilities necessary to implement the goals and objectives of the NEMO WIB and to ensure compliance with any ensuing contract.
2. The NEMO Workforce Investment Board intends to be as inclusive as possible in this solicitation. The goal is to receive high-quality proposals that articulate clear and aggressive strategies for staffing Missouri Career Centers and the public workforce system in Northeast Missouri, thus ensuring the delivery of exceptional workforce services to our customers. The resulting contract(s) with the successful organization(s) will be for a one-year period, 07/01/2011 through 06/30/2012. The NEMO Workforce Investment Board may elect to extend the contract(s) in increments of one year, assuming satisfactory performance, with two (2) one-year renewal options.

F. Notice to Respondents/Potential Contracting Organizations

1. Contractor(s) agrees to abide by any future revisions or additional information as mandated by the NEMO Workforce Investment Board and/or the Missouri Division of Workforce Development.
2. Contractor staff must attend the NEMO WIB Contractor NGCC Training prior to the start of this contract. (Training to be held in June 2011, specific date to be announced.)
3. This Request for Qualifications (RFQ) does not commit the NEMO Workforce Investment Board, nor its agents, to pay for any costs incurred prior to the execution of a contract(s) prior to funds availability from the US Department of Labor (DOL) and DED (Department of Economic Development)/DWD (Division of Workforce Development). The NEMO Workforce Investment Board retains the right to vary (or to direct its agents to vary) the provisions set forth herein at any time prior to the execution of a contract where it deems such variance to be in its best interest, and to act otherwise as it deems in its sole discretion.
4. This is a Request for Qualifications. Its purpose is to solicit proof of qualifications from interested organizations. The NEMO Workforce Investment Board will

review responses from all organizations that meet the criteria outlined in this RFQ. Using the Evaluation Criteria outlined in this RFQ, the NEMO WIB will select the most qualified organizations for further consideration and negotiation. The NEMO Workforce Investment Board will negotiate a proposal with the successful organizations before making any final commitments. All commitments made by the NEMO Workforce Investment Board are contingent upon the availability of funds.

Section IV: Contractor Requirements

- A. The NEMO WIB has identified the following key functions of staff that will work in the Northeast Missouri Career Centers:
1. Interview job seekers to identify barriers to employment and refer them to Missouri Career Center products and services that will help address these barriers.
 2. Establish and document eligibility for customers utilizing WIA Adult & WIA Dislocated Worker funding and maintain all required documentation.
 3. Deliver a variety of skill development and job seeking services for customers addressing their needs in the areas of education and employment. These services are delivered in a one-on-one setting; however, these services can also be delivered in a group setting.
 4. Facilitate and deliver workshops instructing customers on various skills. Examples may include basic skills development, customer service, computer skills, job search skills, and career readiness. Provide information on various products and services such as on-the-job training (OJT) and subsidized employment.
 5. Assessing customer readiness for training and committing financial resources to support customers with tuition, books, and other training-related expenses.
 6. Meet with customers to assist them on their job search efforts (resumes, interviews, internet job search, and other topics). Assist job seekers in locating appropriate job openings and assist these individuals to apply for these jobs.
 7. Maintain documentation of customer activities in the Missouri Career Center management information system, currently known as ToolBox 2.0 (TB2).
 8. The NEMO WIB may also require the contracted staff to perform other duties as deemed necessary.
- B. The Northeast Region consists of sixteen (16) counties with a population of just over 250,000 and covering over 8,500 square miles. The counties include Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Shelby, Schuyler, Scotland, and Warren located in the Northeast corner of Missouri. There are Missouri Career Centers (MOCC) located in Hannibal, Warrenton, Moberly, and Kirksville. Interested organizations should understand that the Northeast Region is looking for a contractor that can ensure staffing in one or more of these locations. The NEMO WIB may also choose to purchase rural delivery services at additional outreach locations throughout the Region. (Interested organizations may bid on one or all of the designated MOCC locations.) See Attachment 9 for the Northeast WIA Region Career Centers Drive Time map.

- C. The NEMO WIB is seeking interested organizations that demonstrate the objectives listed below:
1. Competent and cooperative management with a vision for staffing and supporting the MOCC system.
 2. A commitment and ability to ensure that customer service oriented staff are available to serve job seekers and employers.
 3. A willingness to integrate resources and activities with other organizations and local stakeholders.
 4. Flexibility in deploying human resources and an ability to adapt to change as economic conditions and operational needs evolve and change.
 5. Flexibility to move between teams as the need is identified by the Functional Leader.
- D. Minimum hours of operation for each MOCC are 8:00 a.m. to 5:00 p.m., Monday through Friday. Staff coverage must be available for no less than 40 hours per week. Each MOCC location will be allowed to open the doors to the public one hour late (at 9:00 a.m.) one day per week to foster uninterrupted staff training and development.
- E. The contractor is not required to provide staffing on the following Holidays and any other dates as designated by the Governor of Missouri:
- New Years Day (observed)
 - Martin Luther King, Jr. Day
 - Lincoln's Birthday (observed)
 - President's Day/Washington's Birthday
 - Truman's Birthday (observed)
 - Memorial Day
 - Independence Day (observed)
 - Labor Day
 - Columbus Day
 - Veterans Day
 - Thanksgiving Day
 - Christmas Day (observed)

Additional Holiday's identified by the organization must be indicated in your response.

- F. In the event of staff turnover, the contractor will replace staff within a maximum of 30 calendar days.
- G. The NEMO WIB reserves the right to be involved in decisions involved in staffing the NGCC model. The successful organization will also need to identify a single point of contact who will work with the NEMO WIB on all related issues.
- H. Contractor will provide staffing for the following teams:

1. Welcome Team – The Welcome Team greets visitors, conducts initial assessments, completes MOCC enrollment activities, and makes referral decisions based on information obtained in the process. Welcome Team members enter all required and pertinent data elements in the state management information system (currently TB2). See Attachment 10 for the complete Welcome Team Job Description and Customer Flow.
 2. Skill Development Team – The Skill Development Team works with job seeker customers on a variety of skill development issues including basic skills, technology skills, soft skills, occupation-specific skills, and others. Skill Development Team members enter all required and pertinent data elements into the state management information system (currently TB2). See Attachment 11 for the complete Skill Development Team Job Description and Customer Flow.
 3. Employment Team – The Employment Team works with job seeker customers on a variety of job searching activities, including resume development, interview preparation, job referrals, and others. Employment Team members enter all required and pertinent data elements into the state management information system (currently TB2). See Attachment 12 for the complete Employment Team Job Description and Customer Flow.
 4. Business Services Team – The Business Services Team works with the business customers on their specific needs. This may include hiring and recruiting, technical assistance, hiring incentives, or other needs. Business Services Team members enter all required and pertinent data elements into the state management information system (currently TB2). See Attachment 13 for the complete Business Services Team Job Description and Customer Flow.
- I. Contractors will be required to utilize the Product Box when delivering services to our customers. In a Career Center culture that values both skills and jobs it is increasingly important that we have a menu of products and services that is diverse enough to meet the needs of our equally diverse customer base. Products and services may be delivered or accessed on-site at the Missouri Career Center or virtually through MissouriCareerSource.com or other means. The Menu of Services, or our “Product Box”, will need to continually grow and evolve to meet customer need. Examples of the products and services we offer includes (but is not limited to): workshops, assessments, basic skills on-line instruction, GED preparation on site, job search skills, education courses, English as a Second language, certificate or degree programs, etc. Interested organizations should visit MissouriCareerSource.com for more information on our Products and Services.
1. For a menu or overview of our products and services go to https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=2106&menuID=6

2. For a full description visit

https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=2096&menuID=6

Note: Some products and services will require eligibility determination.

- J. The successful contractor will be responsible for providing services to existing customers (customer carry over from the prior year).
- K. Potential contractors should note that this Request for Qualifications is divided into two (2) distinct services sections. Organization may respond to Section V, A (Staffing Functions) and/or Section V, B (Functional Leadership). Organizations may respond in regards to the entire Region or any combination of the Missouri Career Center locations and accompanying service delivery areas when submitting their responses. The duties of each service are described in their respective RFQ sub-sections.

Section V: Proposal Narrative

NOTE: FOR CONSIDERATION, A WRITTEN RESPONSE IS REQUIRED FOR THIS SECTION. THE NARRATIVE RESPONSE IS LIMITED TO SEVEN (7) PAGES FOR SUB-SECTION V, A-FUNCTIONAL LEADERSHIP AND SEVEN (7) PAGES FOR SUB-SECTION V, B-STAFFING.

A. Functional Leadership Narrative

1. The NEMO Workforce Investment Board has identified the following key responsibilities of the Functional Leaders that will work in the Missouri Career Centers (MOCC) throughout Northeast Missouri to ensure customer flow and procedural compliance. The Job Description for the Functional Leader position can be found in Attachment 14 of this RFQ.
2. The Functional Leader(s) will provide necessary information to the vendor (to be determined) in order to facilitate payments. Payments will consist of, but not be limited to, child care, transportation, tuition assistance, On-the-Job Training, training activities, and training related expenses such as books, supplies, and fees.
3. The Functional Leader(s) will transmit payment vouchers electronically to the vendor (to be determined) every other Friday beginning July 8, 2011 and continuing every two weeks for the remainder of the program year.
4. Payment vouchers will include the Name/Vendor, address, amount to be paid, description of the service being provided, and the appropriate funding source to be paid from.
5. Payment vouchers will be signed by the Functional Leader(s) to verify that the information is accurate and payment is allowable.
6. *PROVIDE* qualifications for Functional Leader(s) that will be providing services to customers and leading the operations in the MOCC. If staff has already been selected for this project, provide names and resumes of proposed staff.
7. *DESCRIBE* how the Functional Leader(s) will:
 - i. Assure adequate coverage for each team and activities within the MOCC.
 - ii. Provide day-to-day supervision of service delivery.
 - iii. Coordinate activities and service delivery among partners. Proposer should articulate an innovative approach to service delivery and Functional Leadership in the Next Generation Career Center Integrated Service Delivery model.
 - iv. Verify and substantiate eligibility for programs and maintain documentation on site.

- v. Provide quality assurances for customer flow, equal opportunity access (i.e. Americans with Disabilities Act requirements, Limited English Proficiency concerns, etc.), and MOCC performance.
 - vi. Assure performance and expenditure requirements will be achieved.
 - vii. Ensure that all staff is fully trained (including team cross-training) and are engaged in all phases of workforce development activities.
 - viii. Create a unified team approach.
8. The success of the Next Generation Career Centers is based upon a combination of outcomes that are common to multiple programs. In order to attain high-level outcomes, all programs must work together in an integrated fashion for these common goals. Workforce products and services should be designed to encourage continuous participation in services until the goals of the customer are met. Each Missouri Career Center is collectively responsible for meeting the negotiated performance measures of the Northeast Workforce Investment Region. Additional information about Common Measures can be found in Department of Labor Training and Employment Guidance Letter #17-05 (http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2195). In addition, local outcomes have been identified to measure the success of the Next Generation Career Center model. Additional information on current local performance measures can be found in DWD Issuance 08-2010 located online at (https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=2245&menuID=6). For more information on specific plans and goals of the NEMO WIB please visit www.nemowib.org and choose Publications and Information from the menu on the left to view our WIA Local Plan and other related information. Please also see Attachment 19 for the NEMO WIB Administrative and Management Scope of Work.
 9. *DESCRIBE* your experience in meeting performance outcomes in the past and the steps you will take to assist the local workforce system in meeting performance measures in the future.
 10. *DESCRIBE* your organization's philosophy on community involvement of service delivery staff with local organizations, partner agencies, schools, Chambers of Commerce, etc. and participation of staff on boards and committees related to workforce development.
 11. The NEMO Workforce Investment Board serves a 16 county area in Northeast Missouri. There are four (4) full-service MOCCs in the Region: Warrenton (located in Warren County and covering Warren, Lincoln, and Montgomery Counties), Kirksville (located in Adair County and covering Adair, Knox, Schuyler, Scotland, and Clark Counties), Hannibal (located in Marion County and covering

Marion, Ralls, Pike, and Lewis Counties), and Moberly (located in Randolph County and covering Randolph, Macon, Shelby, and Monroe Counties). Please see Attachment 15 for regional mapping.

12. *PROVIDE* assurance that the organization will provide Functional Leadership services for either the entire Northeast Missouri Workforce Investment Area Region or any of the sub-regions as defined in this RFQ above.
13. Current Missouri Career Center locations include:

Warrenton	Kirksville
Missouri Career Center-Warrenton 111 Steinhagen Road Warrenton, Missouri 63383	Missouri Career Center-Kirksville 2105 E. Normal Kirksville, Missouri 63501
Hannibal	Moberly
Missouri Career Center-Hannibal 203 North Sixth Street Hannibal, Missouri 63401	Missouri Career Center-Moberly 1212 Highway 24 West Moberly, Missouri 65270

14. The NEMO WIB is seeking interested organizations that demonstrate commitment to the objectives listed below (must provide responses to these):
 - i. Organization commits to ensure that customer service-oriented staff is available to serve job seekers and employers.
 - ii. Organization is willing to integrate resources and activities with other organizations.
 - iii. Organization will be flexible in deploying human resources and will adapt to change as economic conditions and operational needs evolve.
15. The NEMO WIB has identified the need for Team Leaders to serve for each of the functional teams mentioned in this RFQ. Staff who excels in leadership and coordination will be designated as Team Leads by the Functional Leader. These Team Leaders will facilitate successful operation of their respective teams and will communicate directly with their Functional Leader on issues regarding their Team. Please see Attachment 16 for the Team Leader Job Description.
16. *PROVIDE* assurances that the organization will provide Functional Leadership to meet customer needs during the Missouri Career Center hours of operation. The minimum hours of operation for each Missouri Career Center is Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding major holidays designated below. These hours of operation will include one full hour per week (8:00 a.m. to 9:00 p.m., one day per week) of uninterrupted staff development. During this regularly scheduled time the MOCC will remain closed to the public to allow all staff to meet, attend training, and develop their skills to better serve our customers.

17. *PROVIDE* response that the organization will agree to honor and recognize only state of Missouri holidays and any additional day(s) deemed a holiday by the Governor of Missouri. The successful contractor is not required to provide staffing on the following designated holidays:

Missouri Career Center Holidays

New Year's Day (observed)	Independence Day (observed)
Martin Luther King, Jr. Day	Labor Day
Lincoln's Birthday (observed)	Columbus Day
Presidents Day	Veterans Day
Memorial Day	Thanksgiving Day
Truman's Birthday (observed)	Christmas Day (observed)

Additional Holiday's identified by the organization must be indicated in your response.

Inclement weather days will follow the State of Missouri's inclement weather and hazardous travel policies.

18. *PROVIDE* statement that in the event of staff turnover in the Functional Leader position(s), the contractor will agree to fill the open position(s) within 30 calendar days.

19. *PROVIDE* a statement that will identify a single point of contact from the Functional Leaders employer of record who will work with the NEMO Workforce Investment Board and the Division of Workforce Development on staff-related issues. This statement should include the position and/or name of person who will be the organization's single point of contact.

B. Staffing Functions Narrative

1. The NEMO Workforce Investment Board has identified key functions to enhance customer flow and procedures. See the Customer Flow Process and Team Job Descriptions for the Welcome, Skill Development, Employment, and Business Services Teams in Attachments 10 - 13 of this RFQ for the integrated staff that will work in the Missouri Career Centers (MOCC) throughout Northeast Missouri. It is important for potential contractors to note that all Team Members will need to be cross-trained to perform all duties for each of the Teams.
2. The NEMO WIB has identified the need for Team Leaders to serve to be designated for each of the functional teams mentioned above. Please see Attachment 16 for the Team Leader Job Description. These Team Leaders will be designated by the Functional Leader.
3. *DESCRIBE* the qualifications for Team Members that will be providing services to customers. If staff has already been selected for this project, provide names and resumes of proposed staff.

4. DESCRIBE how your organization will demonstrate a commitment to the priorities and objectives of the NEMO Workforce Investment Board. Provide responses to the following:
 - i. Organization commits to ensure that customer service oriented staff are available to serve job seekers and employers.
 - ii. Organization is willing to integrate resources and activities with other organizations.
 - iii. Organization will be flexible in deploying human resources and will adapt to change as economic conditions and operational needs evolve.
5. The success of the Next Generation Career Centers is based upon a combination of outcomes that are common to multiple programs. In order to attain high-level outcomes all programs must work together in an integrated fashion for these common goals. Workforce products and services should be designed to encourage continuous participation in services until the goals of the customer are met. Each Missouri Career Center is collectively responsible for meeting the negotiated performance measures of the Northeast Workforce Investment Region. Additional information about Common Measures can be found in Department of Labor Training and Employment Guidance Letter #17-05 (http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2195). In addition, local outcomes have been identified to measure the success of the Next Generation Career Center model. Additional information on current local performance measures can be found in DWD Issuance 08-2010 located online at (https://worksmart.ded.mo.gov/includes/secure_file.cfm?ID=2245&menuID=6). For more information on specific plans and goals of the NEMO WIB please visit www.nemowib.org and choose Publications and Information from the menu on the left to view our WIA Local Plan and other related information. Please also see Attachment 19 for the NEMO WIB Administrative and Management Scope of Work.
6. *DESCRIBE* your experience in meeting performance outcomes in the past and the steps you will take to assist the local workforce system in meeting performance measures in the future.
7. *DESCRIBE* your organization's philosophy on community involvement of service delivery staff with local organizations, partner agencies, schools, Chambers of Commerce, etc. and participation of staff on boards and committees related to workforce development.
8. The NEMO Workforce Investment Board serves a 16 county area in Northeast Missouri. There are four (4) MOCCs in the Region: Warrenton (located in Warren County and covering Warren, Lincoln, and Montgomery Counties), Kirksville

(located in Adair County and covering Adair, Knox, Schuyler, Scotland, and Clark Counties), Hannibal (located in Marion County and covering Marion, Ralls, Pike, and Lewis Counties), and Moberly (located in Randolph County and covering Randolph, Macon, Shelby, and Monroe Counties). Please see Attachment 15 for regional mapping.

9. PROVIDE assurance that the organization will provide staffing services for either the entire Northeast Missouri Workforce Investment Area Region or any of the sub-regions as defined in this RFQ. The NEMO WIB is interested in procuring contractors who will serve customers who come to our regional Missouri Career Centers (drawing customers from the counties as listed above).
10. Current Missouri Career Center locations include:

Warrenton	Kirksville
Missouri Career Center-Warrenton 111 Steinhagen Road Warrenton, Missouri 63383	Missouri Career Center-Kirksville 2105 E. Normal Kirksville, Missouri 63501
Hannibal	Moberly
Missouri Career Center-Hannibal 203 North Sixth Street Hannibal, Missouri 63401	Missouri Career Center-Moberly 1212 Highway 24 West Moberly, Missouri 65270

11. Your organization should articulate an innovative approach to service delivery and staffing in the Next Generation Career Center Integrated Service Delivery model.
12. The NEMO WIB has identified the need for staff positions to be provided to supply the workforce for the integrated service delivery in the Missouri Career Center locations throughout the Region. Refer to Attachments 10 - 13 regarding customer flow and job descriptions for staff serving on the Welcome, Skill Development, Employment, and Business Services Teams. Contractor(s) must ensure that all staff will be cross trained in order to provide uninterrupted customer service on any of the Teams.

NOTE: The number of staff positions required is contingent on available funding.

13. PROVIDE assurances that the organization will provide staffing services to meet customer needs during the Missouri Career Center hours of operation. The minimum hours of operation for each Missouri Career Center is Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding major holidays designated below. These hours of operation will include one full hour per week (8:00 a.m. to 9:00 p.m., one day per week) of uninterrupted staff development. During this regularly scheduled time the MOCC will remain closed to the public to allow all staff to meet, attend training, and develop their skills to better serve our customers.

14. PROVIDE response that the organization will agree to honor and recognize only state of Missouri holidays and any additional day(s) deemed a holiday by the Governor of Missouri. The organization is not required to provide staffing on the following designated holidays:

Missouri Career Center Holidays

New Year's Day (observed)	Independence Day (observed)
Martin Luther King, Jr. Day	Labor Day
Lincoln's Birthday (observed)	Columbus Day
Presidents Day	Veterans Day
Memorial Day	Thanksgiving Day
Truman's Birthday (observed)	Christmas Day (observed)

Additional Holiday's identified by the organization must be indicated in your response.

Inclement weather days will follow the State of Missouri's inclement weather and hazardous travel policies.

15. PROVIDE statement that in the event of staff turnover, the contractor will agree to fill the open position(s) within 30 calendar days.
16. PROVIDE a statement that will identify a single point of contact from the employer of record who will work with the Functional Leader on staff related issues. This statement should include the position and/or name of person who will be the organization's single point of contact.

Section VI: Additional Requirements

- A. This RFQ is not in itself an offer of work nor does it commit the NEMO WIB to fund any responses submitted. The NEMO WIB is not liable for any costs incurred in the preparation or research of response packets. The NEMO WIB reserves the right to make an award to any organization or to make no awards, if that is deemed to serve the best interests of the Northeast Region. In addition, the NEMO WIB reserves the right to: 1) amend or withdraw this RFQ at any time, 2) reject any and all responses, and 3) re-issue this RFQ.

The NEMO WIB may negotiate the proposal with the successful organization before the NEMO WIB will make any final commitment. All commitments made by the NEMO WIB are contingent upon the availability of funds.

- B. Organizations should note that under the requirements of the Chapter 610, RSMo, the contents of your proposal or other information submitted to the NEMO WIB is subject to public release upon request, except those items specifically exempt from disclosure. The organization shall mark as “proprietary” those parts of its proposal that it deems proprietary. However, the organization is alerted that this marking is advisory only and not binding on the NEMO WIB. If there is a request from the public under Chapter 610, RSMo, to inspect any part of the proposal so marked, the NEMO WIB will advise the organization and request any part of the proposal so marked, the NEMO WIB will advise the organization and request further justification, that the material is releasable; the organization will be notified immediately. Under no circumstances will a proposal or any part of a proposal be released prior to the contract award decision.
- C. Contractor Status – The contractor staff shall not represent himself/herself to be an employee of the State of Missouri or the NEMO Workforce Investment Board and the Northeast Region. Therefore, the contractor shall assume all legal and financial responsibility for taxes, FICA, employee fringe benefits, worker’s compensation, employee insurance, minimum wage requirements, overtime, etc., and agrees to indemnify, save, and hold the State of Missouri and the NEMO Workforce Investment Board and the Northeast Region, its officers, agents, and employees, harmless from and against, any and all loss; cost (including attorney fees); and damage of any kind related to such matters. The contractor will be responsible for informing their staff of the above statements.
- D. Contractor will submit invoices to the NEMO Workforce Investment Board, ATTN: Casie Baumann, 111 East Monroe Street, Paris MO 65275.

Section VII: Submission of Proposals

In order for the Committee to adequately evaluate organizations uniformly and objectively, all responses must be submitted in accordance with the below format. The response should be prepared simply and economically, providing straight-forward and concise information as requested. Please consider the environment when printing and copying your response to this RFQ. It is encouraged, but not required, that you print double-sided and use recycled products where appropriate.

- A. Packets submitted in response to this RFQ shall be considered to be a commitment to provide services. This commitment shall be firm and shall not be withdrawn for a period of ninety (90) days.
- B. To facilitate the evaluation process, the proposer is encouraged to organize their proposal into sections that correspond with the individual evaluation categories described in this RFQ. The proposer is cautioned that it is their sole responsibility to submit information related to the evaluation categories and outlined within the body of this RFQ and that the NEMO WIB is under no obligation to solicit such information if it is not included with the RFQ response packet. The organization's failure to submit such information may cause an adverse impact on the evaluation of the proposal.
- C. The NEMO WIB is making no restrictions on things such as size of font or line spacing to be used in responses to this RFQ, however organizations are encourage to consider the readability by those evaluating when formatting their responses.
- D. Your response to Section III (Organizational Management Capacity) is limited to a maximum of five (5) pages. Your response to Section V (Proposal Narrative) is limited to a maximum of seven (7) pages per sub-section. This limitation does not include other portions of your response such as Attachments 1 and 7, your audit or annual financial reports, or other attachments such as resumes and organizational charts for example.
- E. Q & A conference with prospective organizations to answer questions and clarify issues will be held Friday, April 15, 2011 at 10:00 a.m. at the NEMO WIB administrative office in Paris, Missouri. Attendance is not required in order to submit a response for consideration.

Any and all questions regarding specifications and requirements of the RFQ should be raised during the Q & A conference. Any additional questions must be directed in writing to the NEMO WIB office, preferably via email to mfuqua@nemowib.org, so that a formal response can be gathered and provided to all interested parties.

- F. To ensure a fair and open process for all interested parties, the following schedule will be followed with this RFQ process:

Request for Qualifications Schedule:	
RFQ Issued/Opening Date	April 6, 2011
Question & Answer Conference	April 15, 2011 at 10:00 a.m.
Final Q & A Deadline	April 21, 2011 at 5:00 p.m.
RFQ Closing Date and Time	May 4, 2011 at 3:00 p.m.
Public RFQ Response Opening	May 4, 2011 at 3:30 p.m.
Evaluation of Proposals and Short Listing of Firms	May 5, 2011 through May 13, 2011
1 st Round RFQ Review Completed	May 13, 2011
Review of Short Listing by NEMO WIB	May 16, 2011
Announcement of RFQ Short List	May 17, 2011
Budget Submissions Due from Short List Firms	May 25, 2011 (Tentative Date)
Final Negotiations	May 27, 2011 (Tentative Date)
Final Contract Announcement	June 3, 2011 (Tentative Date)
New Contractor Training	June, 2011 (To Be Announced)
Contractor Begins Service Delivery	July 1, 2011
Contract Period	July 1, 2011 to June 30, 2012

- G. SEALED responses must be received in the NEMO WIB office by 3:00 p.m. (CDT) on Wednesday, May 4, 2011. No proposal will be accepted after this date and time. The outside of the proposal container must be clearly labeled with "RFQ Response, April 2011".
- H. All Assurances, Certifications, and other related documents must be signed and included in your response packet.
- I. When submitting a proposal, the organization should provide one (1) original signed RFQ response packet, one (1) electronic copy, and five (5) paper copies with all attachments. These response packets must be hand-delivered or mailed in a sealed container to the following address: NEMO Workforce Investment Board, 111 E. Monroe, Paris Missouri 65275.
- J. Questions submitted in writing will be accepted until April 21, 2011 at 5:00 p.m. (CDT). All questions, either from the Q & A conference or submitted in writing prior to the deadline will be answered in writing. You will find this Q & A Sheet along with the rest of the RFQ in its entirety available online at www.nemowib.org (click on *Request for Proposals* from the menu on the left).
- K. Response packets received by facsimile or e-transmission will not be considered.
- L. Any false statements or omission of requested information may deem the proposal response null and void.
- M. Responding organizations have the right to appeal any action or decision related to this RFQ. Appeals must be submitted to the NEMO Workforce Investment Board in writing

and will be reviewed and investigated by the Board. The decision of the NEMO Workforce Investment Board in such situations shall be final.

Organizations wishing to make a formal appeal should do so in writing to:

Mark Fuqua, Executive Director
NEMO Workforce Investment Board
111 E. Monroe
Paris, Missouri 65275

Section VIII: Evaluation

THE NEMO WIB HAS NOT ASSIGNED A POINT VALUE TO TECHNICAL CORRECTNESS (I.E.: NOT INCLUDING ALL REQUIRED DOCUMENTATION OR OTHER INFORMATION REQUESTED IN THE RFQ) HOWEVER, RESPONDING ORGANIZATIONS SHOULD NOTE THAT RESPONSES TO THIS RFQ THAT ARE NOT COMPLETE AND DO NOT INCLUDE ALL INFORMATION REQUESTED WILL NOT BE REVIEWED.

Responses will be evaluated based on the following criteria:

A. Management Experience and Capacity of Organization (30 points)

1. Provide an overall description of your organization. Include your organization's mission and vision, governance structure, and legal status. Provide a description of your management structure that highlights key management personnel and their proposed roles with this project. Identify the single point of contact for your organization and their experience at directing and managing projects. (10 points)
2. Responses must include information to demonstrate that the organization and/or its key staff has a record of success in customer service and operating workforce preparation programs or projects. Outline any specific workforce services that your organization and/or key staff have provided to those looking for further opportunities or guidance. (10 points)
3. Provide three (3) references from individuals outside your organization familiar with the quality of any prior staffing or workforce preparation programs your organization and/or key staff has been involved in providing. These letters of reference should be current and must reflect services delivered or projects involved in within the past 36 months. (1 point)
4. Responses must include data that will show the demonstrated effectiveness of programs or services in the organization's previous/current experience in delivering NGCC or other similar programs/services. This should include financial as well as programmatic demonstrated effectiveness. This should also include any monitoring/evaluation information from the NEMO WIB or other funding agency of comparable size and complexity. (6 points)
5. Responses must include a description of the organization's past experience with NGCC or other similar service integration, functional supervision, information sharing, joint case management, project implementation, and cross training of staff. (3 points)

B. Staffing Plan and Organizational Structure (30 points)

1. Organization must identify their proposed staffing plans, including identifying the minimum qualifications required for staff that will be involved in delivering

the proposed services. Experience in delivering employment and training or other workforce related services must be provided. Organization must also provide performance any related data for the past 36 months. (12 points)

2. Provide assurance staff will be hired by June 27, 2011. (3 points)
3. Describe how you plan to deliver the services in the context of the NGCC model/ One Stop integrated delivery system. (10 points)
4. Describe how staff will work with the One Stop partners to achieve an integrated system where customer service and performance are high priorities. (5 points)

C. Financial Management and Budget (15 points)

1. Organizations must maintain a financial management system that is auditable and in compliance with generally accepted accounting principles. Financial records must be available for audit and monitoring purposes. Submitters must provide a brief description of the accountability of the organization and provide copies of all related information requested in this RFQ with their response packet. (10 points)
2. Has the organization had any questioned costs, disallowed costs or compliance monitoring findings in the last three years? If so, describe how the issues have been resolved. (3 points)
3. If the WIA costs the organization incurred in the operation of the proposed program were subsequently disallowed as a result of an audit or monitoring (meaning spent inappropriately), does the organization have the capability to repay these funds? If yes, indentify source. (2 points)

D. Partnerships (10 points)

1. Include a brief description of any partners that will be involved in the operation of your proposal. Describe the specific role these partners will play in delivering the proposed workforce services. For partners that will play a significant role in the organization's proposed services, you are encouraged to include letters from these partners which reference the specific commitments being made, including services to be delivered to customers, financial or in-kind contributions if any, and any other commitment(s) being made. (5 points)
2. Describe organization's philosophy on community involvement of service delivery staff with local organizations, agencies, schools, Chambers of Commerce, etc. and participation of staff on boards and committees related to workforce development throughout the region. (5 points)

E. Innovation (10 points)

Include a description of any special projects that the organization feels would be of benefit to workforce customers. (10 points)

F. Self Evaluation and Monitoring (5 points)

Responses must include a description of the process for conducting self monitoring and self evaluation. This should include the process, the activities that will be monitored, who is responsible for the monitoring and procedures by which deficiencies noted are corrected. (5 points)

Section IX: Attachments

Attachment 1	Cover & Signature Sheet
Attachment 2	DWD Issuance 05-2009, Strategic Framework for Missouri's Next Generation of Career Centers (and Attachments 1, 2, & 3)
Attachment 3	DWD Issuance 25-2009, Minimum Standards for Missouri's Next Generation of Career Centers
Attachment 4	Contract Assurances
Attachment 5	DWD Issuance 05-2007, Destruction of Records
Attachment 6	NEMO WIB Issuance #02-07, Record Retention/Destruction of Records
Attachment 7	E-Verify Attestation
Attachment 8	DWD Issuance 01-2008, Change 1, Confidentiality and Information Security Plan & Medical Confidentiality Update
Attachment 9	Northeast WIA Region Career Centers Drive Time Map
Attachment 10	Welcome Team Job Description & Customer Flow
Attachment 11	Skill Development Team Job Description & Customer Flow
Attachment 12	Employment Team Job Description & Customer Flow
Attachment 13	Business Services Team Job Description & Customer Flow
Attachment 14	Functional Leader Job Description
Attachment 15	Northeast Missouri Workforce Investment Region Map
Attachment 16	Team Leader Job Description
Attachment 17	Certification Regarding Drug-Free Workplace Requirements
Attachment 18	Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions
Attachment 19	NEMO WIB Administrative and Management Scope of Work