

Request for Proposals

One-Stop Operator

Worksystems is seeking a highly-qualified individual or organization with expertise working in complex and dynamic system environments to serve as the Operator for the WorkSource Portland Metro workforce development system.

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Part I: Introduction

Worksystems, Inc. is a non-profit agency that supports economic growth in the City of Portland, Multnomah and Washington counties by pursuing and investing resources to improve the quality of the workforce. We design and coordinate workforce development programs and services delivered through a network of partners to help people get the skills, training and education they need to go to work or to advance in their careers. Our partners include employers, labor groups, government, community colleges, high schools, community-based and economic development organizations. Since 1998, Worksystems has invested nearly \$300 million in our community.

Part II: Background

On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA). WIOA is designed to strengthen the nation's public workforce system by helping Americans access high-quality jobs and helping employers hire and retain skilled workers.

Worksystems is the Local Workforce Development Board charged with coordinating and overseeing the local public workforce system in the Portland Metro area. WIOA changed how Worksystems must oversee the system, including changing the role of the Operator for one-stop centers, and requiring all WIOA "core programs" to provide access to services through one-stop centers. In accordance with these requirements, Worksystems is competitively procuring an Operator for the local public workforce system.

Worksystems' local plan envisions an integrated one-stop system in which WIOA core programs, community-based programs, youth programs, and business initiatives are aligned and working together. To this end, the Operator will help to coordinate an integrated effort across all of Worksystems' program areas. This solicitation includes an overview of the Operator's role in supporting operational coordination and continuous improvement across four program areas:

- WorkSource Portland Metro Centers
- Community Programs
- Youth Programs
- Business Services

Part III: WorkSource Portland Metro Centers

Background

WorkSource Portland Metro is a system of one-stop centers serving Washington and Multnomah Counties and the City of Portland. Five one-stop centers, known as WorkSource Portland Metro Centers, serve over 60,000 job seekers annually with skill development and job placement services.

The WorkSource system provides universal access to a robust menu of preparatory, training, and employment services such as career exploration, job readiness training, occupational training, and job search assistance. WorkSource strives to support community members who are most in need by deploying public agency and community-based partnerships (*described in more detail in subsequent sections of this solicitation*) to serve those populations.

Role of Operator in Supporting WorkSource Centers

WorkSource Portland Metro Centers offer integrated services from multiple partners, programs, and locations. Key partners and WIOA programs within the WorkSource system include:

- Worksystems, the Local Workforce Development Board, convenes and coordinates partner activities, oversees services and pursues and integrates resources. Worksystems funds career and skill development services that are provided by partners stationed in WorkSource Centers.
- Portland Community College, Mt Hood Community College and SE Works, Inc. provide career and skill development services in the Centers.
- Oregon Employment Department provides customer intake, job search assistance, and workforce recruitment services for local employers.

WorkSource Portland Metro locations include:

- WorkSource Gresham at 19421 SE Stark St., Gresham
- WorkSource North/Northeast at 30 N Webster St, Suite E, Portland
- WorkSource Southeast at 7916 SE Foster Road, Suite 104, Portland
- WorkSource Tualatin at 7995 SW Mohawk, Tualatin
- WorkSource Beaverton-Hillsboro at 241 SW Edgeway Drive, Beaverton
- WorkSource Express Center at Central City Concern at 2 NW 2nd Ave, Portland
- WorkSource Express Center at Washington County Jail at 215 SW Adams Avenue, Hillsboro

In consultation with Worksystems and partners, the Operator will:

- a) Provide staffing and support for integrated management teams that include all partners participating in WorkSource and occur at the WorkSource Center and system-wide level;
- b) develop processes to implement seamless team efforts across partners, programs, and locations;
- c) support the implementation of processes, procedures and staff training; and
- d) facilitate continuous improvement efforts through data collection, analysis, and recommended process improvements.

Example: Expansion of WIOA Core Partners in WorkSource

WIOA requires that all “core programs” provide access to services in the one-stop system. In addition to the programs above, “core programs” include the Oregon Department of Human Services’ Self-Sufficiency Programs, Oregon Department of Vocational Rehabilitation, Job Corps, YouthBuild, WIOA Title IB youth programs, WIOA Title II Programs (providing Adult Basic Education), and WIOA Title V programs (providing services to seniors). Key partners include all agencies overseeing these WIOA core programs, as well as organizations delivering core program services.

The key objectives for the Operator within this project are:

- a) To implement a “no wrong door” strategy that facilitates customer access to services across all core programs and partners;
- b) to ensure the methods by which core partners provide access to services within WorkSource Centers are operationally seamless;
- c) to support a collective, team based approach to providing services that results in better outcomes as measured by each partner; and
- d) to continuously improve and expand the team effort to leverage multiple programs and partners to serve a common customer base.

Part IV: Community Programs

Background

Community Programs is a network of over 25 community-based organizations who provide Career Coaching including outreach, developing and implementing career plans, and addressing clients’ barriers as they progress through services to employment and advancement. Many of the key services in participants’ career plans, such as occupational training and job placement, are provided through the WorkSource Portland Metro system. Therefore, Community Programs is a team effort between community-based partners and WorkSource.

Role of Operator in Supporting Community Programs

Community Programs is a large network of partners and programs that serve a diverse array of community members who are experiencing poverty and barriers to employment. By working collaboratively, Community Program partners harness extensive resources and expertise to develop a skilled local workforce for industry and enhance community prosperity. This team approach requires intensive logistical, operational and process support.

In consultation with Worksystems and partners, the Operator will:

- a) Provide staffing and support for integrated management forums which include representation from all community-based partners and programs;
- b) develop processes to implement seamless team efforts across partners, programs, and locations;
- c) support the implementation of processes, procedures and staff training; and
- d) facilitate continuous improvement through data collection, analysis and recommended process improvements.

Example: Health Careers NW

Health Careers NW, a five year, \$12 million grant from the US Department of Health and Human Services to train and place low-income people in healthcare occupations, is being implemented through a joint effort with partners from Worksystems’ Community Programs network and the WorkSource Portland Metro system. Key partners include Oregon Department of Human Services whose customers are a part of the target populations served by the Health Careers NW grant, eight community-based partners providing Career Coaching for the grant participants, the WorkSource Portland Metro partners whose staff provide training and career support, and healthcare sector employers.

The key objectives for the Operator within this project are:

- a) To implement a comprehensive outreach and recruitment strategy across all partners and programs;
- b) to maximize resources for community members by ensuring system partners and staff have a comprehensive knowledge of all available services and opportunities throughout the system;
- c) to establish and implement plans and processes to ensure seamless referrals to services and programs; and
- d) to ensure WorkSource business services and job placement activities are implemented in accordance with established processes and standards, resulting in employment for participants and meeting the workforce needs of WorkSource’s healthcare employer partners.

Part V: Youth Programs

Background

Youth Programs is a network of community-based youth service organizations that provide Career Coaching including outreach, developing and implementing career plans, and addressing clients’ barriers as they progress through services to employment and advancement.

Role of Operator in Supporting Youth Programs

Youth Programs is a large network of partners and programs. Together, their joint efforts and activities comprise a “supply chain” that starts with youth who are experiencing poverty and leads to a skilled workforce that supports local industry needs and community prosperity. This team approach harnesses extensive resources and expertise but also requires continuous logistical, operational, and process improvement work.

In consultation with Worksystems and partners, the Operator will develop plans for seamless coordination across partners, develop procedures, train system staff, analyze effectiveness through data and feedback, and facilitate process improvements.

Example: Operational Integration Between Youth Programs and WorkSource

In October 2017, Worksystems will launch a new program model to increase operational integration between Youth Programs and WorkSource Portland Metro, leverage new funding sources, and implement programming that serves both adult and youth populations. Key partners include Youth Programs Career Coaching service providers (currently being procured), Sector Bridge youth career

exploration and training providers including Portland Community College, Impact NW, Portland YouthBuilders and IRCO, as well as WorkSource Portland Metro service providers.

The key objectives for the Operator within this project are:

- a) To ensure Youth Programs contractors have a working knowledge of WorkSource Portland Metro services and partners;
- b) to improve and train staff on operational processes and procedures such as “dual enrollment” between adult and youth programs;
- c) to facilitate open recruitment of youth across all system partners; and
- d) to encourage stronger integration between “adult” and “youth” services, allowing WorkSource to more effectively serve young adults and allowing Youth Programs to access a wider array of resources that support youth employment as a path to prosperity.

Part V: Business Services

Background

Business Services is an array of partnerships and services that support the workforce talent needs of employer partners in Healthcare, Manufacturing, Construction, Software/IT and other industries. Business Services generally includes: Convening industry partners; attracting new workers to target industries; training job seekers in the skills needed by industry; and supplying qualified talent to meet the workforce needs of employer partners. Business Services aligns industry demand for trained workers with the supply of job seekers being recruited, trained and placed by WorkSource, Community Programs and Youth Programs – thereby creating alignment and an operational continuum between services to job seekers and services to employers.

Role of Operator in Supporting Business Services

In consultation with Worksystems and partners, the Operator will:

- a) Provide staffing and support for meetings with industry and employer partners;
- b) develop processes to connect trained job seekers with employer partners and train staff to those processes;
- c) develop standards and processes to ensure a high degree of service to employer customers and support system accountability; and
- d) facilitate continuous improvement efforts through data collection, analysis, and process improvement recommendations.

Example: Manufacturing Sector Partnership with Prosper Portland

Worksystems and Prosper Portland (formerly known as Portland Development Commission) are working together to implement a shared agenda to support individual, business and community prosperity through workforce development strategies in the advanced manufacturing sector. Key partners include: Prosper Portland, a key strategic partner and co-investor around industry sector initiatives and programs to promote prosperity through access to quality jobs; service providers who implement outreach, occupational training, and job placement services for job seekers; and service providers who connect workforce talent to employer partners.

Prosper Portland and Worksystems intend that both organizations will work in concert and leverage their array of manufacturing resources, programs and partnerships, including:

- Agreements between Prosper Portland and manufacturing employers which establish goals for hiring people of color and low-income Portland residents.
- Manufacturing Liaisons, who refer qualified job seekers to manufacturing employers to meet their hiring needs while extending quality job opportunities to underserved populations, including people of color, participants in Prosper Portland and Worksystems’ training programs, and target neighborhood residents.
- Workforce Navigators who outreach and provide employment assistance to targeted populations, often recruiting through community-based organizations such as Neighborhood Prosperity Initiative partners.
- Occupational trainings in advanced manufacturing, commissioned by Worksystems to support the emergent workforce needs of manufacturing sector employers.
- Manufacturing sector employers and industry panel partners who look to Worksystems, WorkSource Portland Metro and Prosper Portland to supply their workforce needs.

The key objectives for the Operator within this project are to ensure that:

- a) Programs that provide training and placement for job seekers are leveraging programs that supply employers with qualified workers and vice versa;
- b) operational processes and procedures are in place to implement seamless connectivity between programs;
- c) Worksystems and Prosper Portland integrate manufacturing resources, programs and partnerships, leading to stronger outcomes for job seekers and business; and
- d) the manufacturing sector plan is continuously improved and expanded.

Part VI: Proposal

Worksystems is seeking a highly-qualified individual or organization with expertise working in complex and dynamic system environments to serve as the Operator for the WorkSource Portland Metro workforce development system.

For effective communication, we are seeking consistency in the person(s) who interface with Worksystems staff and partners as Operator. Therefore, the role cannot be split among individuals, except where the need for Operator support expands to necessitate more staffing. We anticipate an annual funding level to initially support up to 1FTE along with some administrative support for the first six months, after which the role may be expanded to up to 2FTE.

The initial Operator contract will be for the remaining duration of Program Year 2017 (October 1, 2017 through June 30, 2018) and may be extended for up to three additional program years (July 1, 2018 through June 30, 2021), at Worksystems’ option.

Eligible Applicants

Public, private and nonprofit entities are eligible to apply.

Ineligible Applicants

Agencies and organizations administering programs cited as core and /or mandatory partners in WIOA, other WorkSource partners (as listed in this RFP), organizations that receive funding to deliver services through WorkSource, elementary schools and secondary schools are not eligible to apply.

Roles/Responsibilities

Please refer to examples outlined above. In consultation with Worksystems, the Operator will:

- Provide staffing and support for integrated management teams that include partners within each of Worksystems program areas.
- Facilitate integrated management team meetings, take and disseminate notes, develop background materials such as handouts and data to support informed and efficient discussions.
- Work with Worksystems and integrated management teams to develop processes and procedures to implement seamless team efforts between partners, programs, and locations.
- Support the launch and implementation of processes and procedures through staff training, coordination of activities, and process evaluation.
- Facilitate continuous improvement efforts through data collection, analysis, and recommended process improvements.

Once an Operator is selected, Worksystems will develop and negotiate a set of deliverables for the Operator. The deliverables will focus upon measurable progress in completing the above tasks.

Excluded Activities

Please note, One-Stop Operators are prohibited from performing these functions which are reserved for the local workforce development board:

- Convene system stakeholders to assist in the development of the Local Plan.
- Prepare and submit Local Plans.
- Oversight of the one-stop operator(s).
- Management of the competitive selection process for one-stop operators.
- Selection or termination of one-stop operator(s), or providers of career services and youth services.
- Negotiation of local performance accountability measures.
- Development and submission of budgets for activities of the Local Board in the Local Area.

Cost and Budget

The total maximum award under this RFP is \$100,000 for services to be performed between October 1, 2017 and June 30, 2018. Full budget details will be negotiated prior to finalizing an Operator award.

Part VII: Proposal Narrative Content and Evaluation Criteria

Proposals should be no longer than seven (7) pages, single sided. Font size of 12 point is preferred. Page limitation excludes References, Proposal Submission Cover Sheet, Budget and the Administrative Capacity documents.

Section A: Experience and Demonstrated Success

(40 points)

- a) Briefly summarize your organizational structure, mission, and history.
- b) Describe the professional qualifications of the individual(s) who will perform or support the Operator function.
- c) Outline organizational and systems expertise you will bring.
- d) Describe your experience leading or developing partnerships or collaboratives of entities such as government agencies, postsecondary institutions and community-based organizations.
- e) Discuss how you have applied continuous improvement work, particularly in the context of processes involving multiple organizations.
- f) Provide two examples of efforts similar to those of the Operator that your organization or your key staff have engaged in across the last three years, and identify the location, dates, and deliverables for each example.
- g) Provide three business references, including telephone and email contact information for a representative with personal knowledge of your work.

Section A Evaluation Criteria:

- Experience coordinating partners a complex, multi-funded, political environment.
- Strong organizational and communication skills.
- Commitment to a team approach.
- Experience with continuous improvement.
- Adaptability to change and responsiveness to multiple leaders and needs of a variety of customers.

Section B: Coordination

(50 points)

- a) Describe your approach to facilitating meetings of management level representatives working toward a common goal.
- b) Describe your approach to managing processes that are implemented across multiple partners and physical locations. Address the challenges you foresee and how you'd address them.
- c) Describe how you manage and reconcile competing demands that arise in multi-partner systems.
- d) Describe how you will facilitate shared partner accountability to performance goals in an environment where partners have different responsibilities and may perform work that directly impacts only a subset of the system goals.
- e) Describe how you will staff the Operator role and responsibilities, addressing how you will be available for important meetings that occur regularly throughout the course of the business hours of Worksystems and partners (generally 8:00 to 5:00 Monday through Friday).

Section B Evaluation Criteria:

- Knowledge of process management practices and techniques.
- Commitment to the vision of a team effort and integrated service delivery system
- Demonstrates an understanding of the Operator role and responsibilities
- Demonstrates experience with data analysis and performance management
- Staffing plan demonstrates sufficient time to complete responsibilities and flexibility to be available for regular meetings throughout the week.

Section C: Budget

(10 points)

Please submit a budget detail that outlines how Respondent would track and invoice for the Operator services defined within this solicitation. Include budget narrative detail, billable hours/month and corresponding rates that are proposed, or other budget details as Respondent determines appropriate.

Section D: Administrative Capacity Requirements

(0 points)

Worksystems cannot enter into contract negotiations with an organization that is not legally established to conduct business within the State of Oregon or debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. Organizations must meet this minimum standard. Please provide the following documents, which will not be counted toward response page limitation.

- Copy of documentation proving legal entity (for example, certificate of incorporation, 501(c)(3) letter, business license, etc.).
- Copy of Organizational Staffing chart. Identify where the staffing for this project reside within this structure.
- The organization's insurance certificate evidencing coverage for: General Liability, Professional Liability, Worker's Compensation, Motor Vehicle, Property and Equipment, and Employee Dishonesty.

Successful respondents may be required to provide additional administrative documentation or assurances in accordance with Federal requirements prior to completion of contract negotiations. The list of required contracting documentation may be viewed in the sample "Terms and Conditions" posted in the Resource Documents section of the RFP webpage.

Part VIII: Proposal Review Process

Proposals will be evaluated by a team of Worksystems staff responsible for overseeing the Operator activities. As part of the selection process, Worksystems will conduct personal interviews with the top scoring finalist(s) being considered for the award. The interview should include, if possible, the individual who will deliver the services as described in this solicitation. Where that is not feasible, Respondent should be prepared to discuss how the staff selection will be made and what role, if any, they propose for Worksystems in that process.

Part IX: Proposal Submission

Worksystems must receive the proposal and all related documents marked “(Name of Applicant) One-Stop Operator Solicitation” ***no later than July 31, 2017, 12:00 noon***. The Cover Pages must be signed by an individual authorized to represent the organization, to act on its behalf and to legally bind it in all matters related to the RFP. Submit one (1) original with signature, along with four (4) copies of the entire proposal package to:

Worksystems, Inc.
 (Name of Applicant) One-Stop Operator Solicitation
 1618 SW First, Ave, Suite 450
 Portland, OR 97201.

Additionally, please send an electronic copy of the proposal and administrative capacity documents (in pdf) and the budget workbook (in Excel) to RFP@worksystems.org. Worksystems will send an email confirmation to the address on the cover page acknowledging receipt.

Complete proposal packages will include the following documents:

Proposal Documents	Submit Hardcopy	AND Electronically to RFP@worksystems.org
Completed, signed Proposal Cover Sheet	(1) One signed original (4) four copies	PDF format
Proposal Narrative	(1) One original (4) four copies	PDF format
References	(1) One original (4) four copies	PDF Format
Budget	(1) One original (4) four copies	PDF format
Administrative Capacity Documents	(1) One signed original no copies	PDF format

It is the Respondent’s responsibility to ensure the submission was received. If a Worksystems email has not been received it is the Respondent’s responsibility to follow-up with another email or telephone call before 12:00 noon, July 31, 2017. Late proposals will not be considered.

Part X: Award Notification

Provisional award results will be sent via e-mail by August 28, 2017.

Part XI: Administrative Detail

Issuing Organization Worksystems, Inc.	Total Available Funds \$ 100,000	Agreement Form Subrecipient
<p>Funding Source Details</p> <p>Fund 200 WIOA Adult Program Awarding Agency: US Department of Labor Funding Source: Workforce Innovation and Opportunity Act Title 1B – Adult Formula CFDA Number: 17.258 Federal Award Identification Number (FAIN): AA-26801-15-55-A-41 Federal Award Date: May 5, 2017 Amount: \$63,952 – 56 percent of total Pass-through Entity: Higher Education Coordinating Commission Department of Community Colleges and Workforce Development</p> <p>Fund 210 WIOA Dislocated Worker Program Awarding Agency: US Department of Labor Funding Source: Workforce Innovation and Opportunity Act Title 1B – Dislocated Worker Formula CFDA Number: 17.278 Federal Award Identification Number (FAIN): AA-26801-15-55-A-41 Federal Award Date: May 5, 2017 Amount: \$36,048 – 44 percent of total Pass-through Entity: Higher Education Coordinating Commission Department of Community Colleges and Workforce Development</p>		

Inquiries

All questions related to this solicitation are to be submitted electronically via email with the subject “One-Stop Operator” and sent to: RFP@worksystems.org. Questions received after the solicitation has been published and before close of business July 25, 2017 will be responded to within two business days by posting a Q&A in the Resource Document section for this RFP at www.worksystems.org. Questions received after July 25, 2017 will not be answered.

Withdrawal

A submitted RFP response may be withdrawn at any time. A written request to withdraw the response must be submitted electronically to: RFP@worksystems.org.

Appeals

The following process has been established to address appeals:

- The appeal must be due to what the Respondent considers a flaw in the Evaluation Committee’s funding recommendation process.
- The appeal must be submitted in writing by August 31, 2017. Appeals must be sent to: RFP@worksystems.org. All appeals are public information.
- The organization/individual filing the appeal must specify the basis of the appeal and provide an alternative the appellant would find acceptable. Proposal rating scores may not be appealed.

The mere fact that a proposal was not recommended for funding is also not open to an appeal, nor is a complaint about the amount of funding granted. The appeal must be based on a violation of the process established for the solicitation.

During any part of the review or consideration, the appellant may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by Worksystems. In the event an appellant fails to respond, the appeal will be dismissed and no further appeal will be accepted.

Worksystems' Executive Director and Chief Operating Officer will review the appeal and issue a written response that is intended as a complete and final answer to the appeal.

Resource Documents

- Submission Cover Page
- Subrecipient Contract Terms and Conditions and Insurance Requirements
- Subrecipient Contract Special Conditions
- Subrecipient Contract Budget Exhibit

Part XII: Additional Provisions and Disclaimers

- Worksystems reserves the right to waive informalities and minor irregularities in offers received.
- This RFP does not commit Worksystems to award a contract.
- This RFP is for WIOA services and other related programs and funding streams which may become available to Worksystems during the funding period.
- Worksystems may accept any item or group of items of any offer, unless the bidder qualified its offer by specific limitations.
- Worksystems reserves the right to request additional data or oral discussion or documentation in support of written offers.
- No costs will be paid to cover the expense of preparing a proposal.
- All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to Worksystems and be subject to disclosure under the Freedom of Information Act. Applicants are advised that most documents in the possession of Worksystems are considered public records and subject to disclosure under the State of Oregon's Public Records Law.
- Formal notification to award a contract and the actual execution of a contract are subject to the following: Receipt of anticipated funding, results of negotiations between selected bidders and Worksystems staff, and continued availability of funds.
- Any changes to the WIOA program, performance measures, funding level, or board direction may result in a change in contracting. In such instances, Worksystems will not be held liable for what is in the bidder's proposal or this Request for Proposals package.
- Proposals submitted for funding consideration must be consistent with – and if funded, operated according to – relevant federal legislation, all applicable federal regulations, State of Oregon policies, and Worksystems policies and procedures.
- Additional funds received by Worksystems may be contracted by expanding existing programs. These decisions shall be at the discretion of Worksystems.
- Worksystems may decide not to fund part or all of a proposal even though it is found to be in the competitive range if, in the opinion of Worksystems, the services proposed are not needed, or the costs are higher than Worksystems finds reasonable in relation to the overall funds available, or if past management concerns lead Worksystems to believe that the bidder has undertaken more services than it can successfully provide.
- Worksystems has a right to fund a lower-ranked proposal over a higher ranked proposal because of valid policy considerations, including but not limited to, geographical considerations, leveraging of outside resources, and target populations.
- All bidders must ensure equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any WIA-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief.
- All bidders must ensure access to individuals with disabilities pursuant to the Americans with Disabilities Act.
- Worksystems reserves the right to determine both the number and the funding levels of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process. The proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.