



NORTH CENTRAL WORKFORCE BOARD

MassHire North Central Workforce Board
100 Erdman Way, Leominster MA 01453

REQUEST FOR PROPOSALS

WIOA MASSHIRE NORTH CENTRAL CAREER CENTER

JULY 1, 2021-JUNE 30, 2024

ISSUE DATE: October 28th, 2020

**Contact: Jeffrey Roberge
Executive Director
jroberge@masshirenorthcentralwb.com**

General Information and Schedule:

The MassHire North Central Workforce Board (MHNCWB) is issuing this RFP for the purpose of selecting a qualified organization as our MassHire North Central Career Center Operator/service provider under the Workforce Innovation and Opportunity Act (WIOA) within the North Central Massachusetts Local Workforce Area. These services must, at a minimum, include Workforce Innovation and Opportunity Act (WIOA) and related shared partner services and be delivered in an integrated model. A copy of the WIOA regulations is available at <https://www.dol.gov/agencies/eta/WIOA/>.

Notice of this competitive solicitation will be published locally and distributed via e-mail and constant contact to organizations in the workforce system that will be encouraged to share the RFP with prospective bidders. MHNCWB will distribute the RFP to organizations on our bidders list and the RFP will be available at www.masshirenorthcentralwb.com

Eligible bidders must submit one (1) original and seven (7) copies of the entire proposal, along with one (1) electronic copy (in .pdf format via USB flash drive). Proposals must be submitted by the proposal due date and time: **Tuesday, December 22nd, 2020 by 5:00 p.m.** Proposals received after this date and time will not be considered.

Request for Proposals (RFP) Schedule

October 14 th	Public Notice regarding dates of RFP release and Bidders Conference
October 28 th	RFPs released; Public Notice reissued
November 12 th	Bidders Conference 1p.m. -2:30 p.m. via ZOOM invitation
November 19 th	Written Question Deadline
November 25 th	Responses issued to written questions posted
December 22 nd	Proposals due at 5:00 p.m.
January 2021	Proposals distributed to MHNCWB Proposal Review Committee
Jan/Feb 2021	MHNCWB reserves the right to schedule Proposal Presentations / Site visits
February 18 th	MHNCWB Proposal Review Committee meets
March 2 nd	MHNCWB Proposal Review Committee submits recommendations to the Board
March 9 th	Proposal Review Committee Chair presents recommendations for a Board vote
March-June	Appeals (if required)
July 1, 2021	New Contract in Place

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Background

In July 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law. The intent of WIOA is designed to assist job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

The MHNCWB Local Workforce Area comprises twenty three cities and towns in Northern Worcester County. The Mayor of Leominster currently serves as the Chief Elected Official (CEO) and has been granted WIOA designation by the Governor of Massachusetts. The CEO has appointed the MHNCWB to function as the Local Workforce Board (WFB) for the area. Incorporated as a 501(c) (3), the MHNCWB's mission is to promote and develop a workforce system that is responsive to the needs of business and job seekers resulting in increased economic prosperity in the region and in the Commonwealth. The MHNCWB will be the fiscal agent and provides Board staffing pursuant to WIOA and has been authorized by the Massachusetts Department of Career Services to conduct and manage the procurement of MassHire Career Center Operator services for the local workforce area.

The purpose of the WIOA programs is to meet the talent needs of local companies by providing allowable workforce development activities to job seekers that will increase their employment retention and earnings. As a result, successful application of these activities will improve the quality of the North Central Massachusetts workforce and enhances the productivity and competitiveness of the local area. These services are to be provided by a MassHire Career Center Operator/service provider selected by and contracted with MHNCWB, Inc. The Workforce Innovation and Opportunity Act of 2014 defines the required activities authorized for MassHire Career Center Operators. Bidders are encouraged to read the Act to understand the scope of authorized activities. In general, these activities are:

- to establish a one-stop delivery system described in section 121(e);
- to provide career services described in Section 134(c)(2) to adults and dislocated workers, respectively, through the one-stop delivery system
- to provide training services described in Section 134 (c) (3) to adults and dislocated workers, respectively
- to establish and develop relationships and networks with large and small employers and their intermediaries
- to develop, convene, or implement industry or sector partnerships

The establishment of a One-Stop delivery system is a cornerstone of the reforms contained in Title I of WIOA. The One-Stop system is designed to enhance access to services and improve long-term employment outcomes for individuals seeking assistance. The regulations define the system as

consisting of one or more comprehensive, physical American Job Center(s) in a local area that provide the core services specified in WIOA. Services of the One-Stop service delivery system in the local workforce area are currently carried out at our comprehensive full service MassHire North Central Career Center at 100 Erdman Way, Leominster, Ma.

The MHNCWB, in coordination with the Chief Elected Official, is seeking to establish and build a partnership with an organization which can demonstrate that it can offer a range of services to both employers and job seekers based on individual need as described in this RFP. Successful applications will describe in detail the organizations plan to successfully implement these activities and provide verifiable evidence whenever possible of past performance.

A. Resources

The MHNCWB has developed a Strategic Plan and Central Region Workforce Blueprint both containing significant information about the integration of partners at our one-stop Career Center, as well as labor market information about the area and the Goals and Objectives of the Board. Since the information is readily available to bidders, it will not be repeated in this RFP. The Local Strategic Plan and Central Region Workforce Blueprint may be accessed directly at:

www.masshirenorthcentralwb.com.

The Commonwealth of Massachusetts WIOA and one-stop policies may be found at <https://www.mass.gov/orgs/massworkforce> Proposers must be knowledgeable regarding the statutes, regulations, rules and policies for the funding streams identified in the chart in section II.C. A copy of the Workforce Innovation and Opportunity Act and regulations may be found on the U.S. Department of Labor web page at <https://www.dol.gov/agencies/eta/WIOA/>

B. Purpose of Request for Proposals and Contract Period

The purpose of this RFP is to solicit proposals from qualified entities for a WIOA One-Stop Operator/service provider for the North Central Massachusetts Workforce Board Region. The proposal which, in the opinion of the awarding body, best provides for operating a One-Stop delivery system in conjunction with the MHNCWB Strategic Plan, Central Region Workforce Blueprint and serving the North Central Massachusetts local workforce development area will be invited to enter into contract negotiations. Resulting contracts will be negotiated with respect to cost, scope, and content in a manner that achieves the establishment of this system in the best interest of the Local Area. The successful bidder's program will be required to serve all persons requesting assistance, including low-income individuals, veterans, and individuals requiring academic and occupational education and training to become gainfully employed. In addition the MHNCWB has identified priority industry sectors and priority populations for services within the One-Stop system.

The period of performance will be July 1, 2021 through June 30, 2024. During the contract period, the process for termination by either party will be outlined in the contract.

C. Eligible Organizations or Entities

Eligible entities include [Section 121(d) (2) (B):

An entity (public, private, or nonprofit), or consortium of entities (including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners described in subsection (b)(1), of demonstrated effectiveness, located in the local area, which may include--

- An institution of higher education;
- An employment service State agency established under the Wagner-Peyser Act on behalf of the local office of the agency;
- A community-based organization, nonprofit organization, or intermediary;
- A private-for-profit entity
- A government agency; and
- Another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization.

EXCEPTION. -Elementary schools and secondary schools shall not be eligible for designation or certification as one-stop operators, except that nontraditional public secondary schools and area career and technical education schools may be eligible for such designation or certification.

The agreement between the MHNCWB and the Career Center Operator/service provider shall specify the operator's role. That role may include coordinating service providers within the Center, as well as being the primary provider for WIOA services within the local workforce area.

Any proposer with whom the MHNCWB executes a contract for the provision of the services described in this Request for Proposals shall be a sub recipient pursuant to applicable federal laws and regulations and shall be required to comply with 2 CFR Part 200, as well as the Workforce Innovation and Opportunity Act and all other applicable federal and state laws and regulations.

The MHNCWB has established three levels of certification for its Career Center: Comprehensive, Affiliate, and Access. Certification status primarily focuses on the following elements: number of co-located One-Stop partners; full time equivalencies, availability of services, physical environment of the One-Stop Career Center and completed Memorandum of Understanding (MOU).

The requirements of the three levels are as follows:

COMPREHENSIVE MASSHIRE CAREER CENTER (to be designated as an American Job Center) - requires that all available mandated partners be physically co-located and/or, providing their core services on a part-time or full-time basis, in-person or electronically. The Comprehensive site must have a fully equipped resource area. A completed Memorandum of Understanding (MOU) will be signed and include all partners at the American Job Center. The MHNCWB staff will negotiate the mandated unified partner MOU.

MASSHIRE CAREER CENTER-AFFILIATE- Requires that one or more required partners are physically located at the center in addition to the employment service representative and that core services are offered on a full-time basis. Staff at an Affiliate Center must regularly attend cross-training on all partner services, must have information or electronic access to all of the system's services, and have computers available

for use by customers. MOUs will describe the specific arrangements with various partners for Affiliate Centers.

MASSHIRE CAREER CENTER-ACCESS POINT- Facility offers at least one staff knowledgeable of the WIOA partner services and who is able to successfully assist or refer clients to those services coupled with the establishment of an electronic network providing integrated core services. The Access site will be driven primarily by technology. The Access site will coordinate and collaborate with the local area comprehensive MassHire Career Center.

WIOA establishes three possible levels of service; however for the purpose of this RFP, MHNCWB has determined that we are seeking a Comprehensive MassHire Center in Leominster, Ma.

D. Submission of Proposals

Proposers must submit one original (so marked, with original signatures) proposal, nine (9) paper copies (for a total of ten response packages) and one (1) electronic copy (in .pdf format via USB flash drive) to: MassHire North Central Workforce Board, 100 Erdman Way, Leominster MA 01453 Attn: Jeffrey Roberge-Executive Director. Direct proposals will be logged in and date stamped. Any proposal not received by the deadline listed in the RFP will not be considered.

All proposals must be received in a sealed package by 5 p.m. local time, December 22nd, 2020. Proposals must be marked on the outer packaging with information identifying the sender and the statement: "Sealed Proposal: WIOA MassHire Career Center Operator". Proposals may be mailed via regular mail, express delivery or hand-delivered. Because this is a sealed bid process, **faxed or emailed proposals will not be accepted.** Each respondent's USB flash drive will be inspected at the technical review to ensure that the PDF file is found on the device submitted. The MHNCWB is not liable for any costs incurred by organizations prior to awarding the contract.

The copy marked "Original" shall take precedence over any other copies, should there be a discrepancy. Proposals must reference the Request for Proposals and be sent to the specified address. Container(s) utilized for original documents must be clearly marked **ORIGINAL DOCUMENTS**. Please note that the address label must appear as specified on the face of each container. Regardless of the reason, proposals received late will not be accepted and will be returned to the sender unopened. If a recipient phone number is required for delivery purposes, (978)786-9636 should be used.

Data contained in the proposal and all documentation provided therein, become the property of the MHNCWB. The data and documentation contained therein will not become public information until a contract is approved and signed. Emphasis should be concentrated on conformance to the Request for Proposals instructions, responsiveness to requirements, completeness and clarity of content. If the bidder's proposal is presented in such a fashion that makes evaluation difficult or overly time consuming, it is likely that points will be lost in the evaluation process. Elaborate and lengthy proposals are neither necessary nor desired. Proposals will be evaluated by nine members of the NCMWIB's Proposal Review Committee. This committee will consist of: five members of the Executive Committee, one member representing the State Division of Career Services, one member representing a WIOA partner agency, one member

representing the CEO and one MHNCWB staff member with the appropriate expertise to conduct such proposal evaluations.

Names of the members of the Review Committee will become public information.

Prior to award, bidders are advised that only the designated point of contact: Jeffrey Roberge, Executive Director MHNCWB, Inc. can clarify issues or render any opinion regarding this Request for Proposals. No individual member of the MHNCWB, staff, or member of the Proposal Review Committee is empowered to make binding statements regarding this Request for Proposals.

E. Bidders' Conference and Questions

A Bidders' conference will be held November 12th, 2020, from at 1:00 - 2:30 p.m. via ZOOM invitation as a result of COVID-19 social distancing requirements. The invitation will be posted as part of the RFP public notice. Please contact Jeffrey Roberge jroberge@masshirenorthcentralwb.com or phone (978-786-9636) to inform MHNCWB of your intention to attend.

Bidders are not required to attend but are strongly encouraged to participate.

Attendees are encouraged to submit pertinent questions in writing by November 19th, 2020, to Jeffrey Roberge by email at jroberge@masshirenorthcentralwb.com. Questions posed at the bidders' conference will be answered to the extent possible and allowable at that time. Any questions not answered as well as any newly submitted written questions received by November 19th, 2020 will be answered and provided in written format to all proposers in a document that will be released on our web site: www.masshirenorthcentralwb.com no later than November 25th, 2020.

F. General Procurement Statements

- MHNCWB, is an Equal Opportunity Employer and encourages competition at all levels. Any interested and qualified Proposer is encouraged to submit a bid.
- All prospective Proposers must adhere to the Office of Management and Budget (OMB) uniform circular requirements.
- All proposals in response to the RFP become the property of the MHNCWB. The proposals will not be available for public viewing until after a contract with the new service provider is finalized. All information not deemed **PROPRIETARY** and contained in bid responses will become open for public review once a contract is signed or all bids are rejected.
- This Request for Proposals does not commit MHNCWB to fund any proposals submitted before execution of a contract.

- MHNCWB reserves the right to accept or reject any or all proposals received or to negotiate terms of the proposal with a qualified Proposer.
- No contracts will be awarded as a result of this RFP without a vote of the membership of MHNCWB Board and approval of the Chief Elected Official. Further, MHNCWB reserves the right to withdraw from negotiations at any time before a contract is executed.
- Funding availability is subject to change for subsequent program years; therefore, bidders should be aware that subsequent contract amounts, if any, are subject to change from year to year based upon fluctuations in Federal awards. If funds awarded for a contract year are not fully expended by a contractor by the end of a contract year (June 30), unexpended funds may revert back to the MHNCWB for disposition or carried forward to be available for subsequent, if any, contract year expenditures.

G.Availability of Funds

Federal funding is the primary sub-grant support for the One-Stop Center which include WIOA Adult and Dislocated Worker funding. For planning purposes, the respondent to this RFP should assume no more than level funding for these programs for each program year as noted on the Mass.gov web site. Under regional planning allocations, North Central region. FY2021 /FY22 amounts are subject to change, based upon the actual amount secured by the MHNCWB. The MassHire North Central Career Center and MHNCWB are funded through a variety of sources including federal WIOA allocations, State and Federal partner funds and competitively bid grant funds. A copy of the FY21 integrated budget and the FY21 WIOA allocations will be available to all bidders. Not all funds in the integrated budget are available under this RFP.

Please note that, should a new Career Center Operator/service provider be chosen, the financial terms will be negotiated with the successful bidder depending on whether the bidder intends to utilize existing staff, space, equipment, IT and/or other resources, supplies, etc.

It is understood that funds will fluctuate from year-to-year. The contract agreement shall be modified to increase or decrease funding as needed to reflect actual federal funds received during the contract period. The successful Contractor will be awarded a cost-reimbursement contract or work performed pursuant to this RFP. The Board may expand to include other workforce programs, funding or requirements that the Workforce Board deems necessary and appropriate. All agreements are subject to the availability of funds for the North Central Massachusetts Local Workforce Area.

H.Incorporation of RFP into Contract

All conditions contained in this Request for Proposals, completed Appendices and any statements contained in the Request for Proposals will be incorporated into any contract regarding this matter. Failure of the contracting organization to accept these obligations may result in the cancellation of the selection. The contractor shall assume responsibility for all services offered in their bid proposal whether or not they were produced. The contractor will be responsible for all material errors and omissions in the performance of the contract.

I. Payment Process

The Board will use a cost-reimbursement contract. The selected contractor will be reimbursed for allowable actual service delivery costs on a monthly basis after submittal and approval of payment vouchers as described in the contract.

In addition to the provisions of this Request for Proposals and the awarded proposal, which shall be incorporated by reference in the contract, any additional clauses or provisions required by the terms and conditions will be included as an amendment to the contract.

The successful bidder will serve all North Central businesses and job seekers requesting assistance, including recipients of public assistance, other low-income individuals, veterans' priority, and individuals who are basic skills-deficient. The successful bidder shall create, collect, and maintain all records relating to One-Stop operations and WIOA service provision activities that are required to be made by applicable federal or state laws or regulations, made relevant by guidance from the U.S. Department of Labor, and/or which are necessary for determining the North Central Massachusetts Workforce Area's attainment of the local levels of performance negotiated with the Governor and the local chief elected official. Local levels of performance are described in the North Central Massachusetts Workforce Area's Local Annual WIOA and Strategic Plans, and the successful bidder is required to provide support for WIOA service providers, co-located and non-co-located partners to meet or exceed their goals. The One-Stop Operator/service provider will be held responsible for metrics outlined in Section II.B. Program Outcomes and Deliverables. Reimbursement for program costs will be made on a monthly basis providing that these performance standards are being met. Performance Standards will be reviewed on a quarterly basis. For examples of past and current Performance Standards see also

Section III.B.3 Program Outcomes and Deliverables of this RFP.

Any revenues above costs generated by any not-for-profit organization through use of these funds, including interest income or other program generated income, must be reported as program income and reported and utilized for continued operation of the MassHire North Central Career Center.

Proposers may not charge businesses or individuals eligible for workforce programs a fee for any basic service; however, if the proposal intends to charge fees for enhanced services to non-eligible individuals and/or businesses, the service and fee structure must be fully described in the narrative. The operator/service provider will be responsible as applicable, to annually set aside benefits (vacation, health insurance, etc.) for mandated state partner staff as directed by the Commonwealth and that will be retained by the Commonwealth and withholdings for non-state staff of the operator/service provider who, as applicable, will remain staff of the operator/service provider and will not become employees of the MHNCWB. The annual sub-grant/ contract will be based upon a budget supplied by the operators/service provider in a form and process mandated by the Commonwealth and/or the MHNCWB.

J.Sub contracting

The MHNCWB acknowledges the need to form viable partnerships that will help to enhance outreach and recruitment efforts to benefit the North Central Massachusetts Workforce area and/or provide strategies to engage employers, organized labor, and/or education in the One-Stop Delivery System. Proposals utilizing specialized services to deliver such activities may include subcontractors. Any subcontracting must be clearly identified in the proposal narrative and the MHNCWB, prior to contract execution must provide approval. If the proposer currently subcontracts certain functions or activities and intends to do so as part of this proposal, the subcontractor must be identified and a certification included from the subcontractor attesting to their agreement to the terms of the proposal and any resulting contract.

K.Interview Rights to Jobs Created

State merit-based staff are a required partner and the successful proposer for WIOA One- Stop Operator/service provider must agree to interview all incumbent program operations staff who apply for employment with the new provider. Incumbent non-merit based staff will be granted consideration for experience in lieu of education requirements for any position for which they are otherwise qualified. In the event of a transition and a reduction of non-state staff, the MHNCWB shall carefully oversee the process to ensure that there is no loss of service or reduction of quality.

L.Selection Process

The proposal criteria provide a guideline for proposers and reviewers; however, the final decision for contract award rests solely with the MHNCWB with the agreement of the CEO. The MHNCWB is not required to approve a sub-grant/contract with the entity receiving the highest score as a result of the proposal review process. Proposals that do not meet minimum standards will be considered nonresponsive.

M.Minimum Standards:

- The proposal and required copies (including an electronic copy (.pdf) on a USB flash drive) must be received by **5 P.M. on December 22nd, 2020**, via U.S. mail, express mail, or hand-delivery to 100 Erdman Way, Leominster, MA.
- Proposers may attend the bidder's conference at 1:00 PM on November 12th , 2020 via ZOOM invitation as a response to COVID-19 social distancing requirements
- Proposals must meet the proposal requirements contained in Section **II.B. Proposal Narrative Requirements.**
- Proposers must be eligible bidders as described in Paragraph C. **Eligible Entities or Organizations** above.
- The proposer's authorized signatory authority must sign the proposal and all signature forms contained therein.
- Proposers who intend to use established subcontractor(s) to provide services must include original certifications from each subcontractor attesting to their agreement to all terms of the proposal and any resulting contract.

The primary consideration in selecting agencies or organizations shall be the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance. This determination shall be in writing and take into consideration such matters as whether the organization has:

- The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
- Adequate financial resources or the ability to obtain them;
- A satisfactory record of past performance in operator-related activities;
- The ability to work with community partners and make referrals as needed;
- The ability to provide services that can lead to the achievement of competency standards for participants with identified deficiencies;
- A satisfactory record of integrity, business ethics, and fiscal accountability;
- The necessary organization, experience, accounting, and operation controls;
- The technical skills. to perform the work;
- The ability to transition as the Career Center Operator/service provider within a reasonable budget and maintain performance requirements

The Proposal Review Committee will meet to discuss the proposals and develop a recommendation for Operator/service provider. The Proposal Review Committee may request additional information from any proposer prior to developing a recommendation for consideration by the MHNCWB. The top finalists may be invited to make a 20 - 30-minute presentation to the Proposal Review Committee followed by an opportunity to respond to follow-up questions by Committee members.

Upon conclusion of the review process, the Executive Committee and the additional review committee members will submit a recommendation to the CEO for approval and present to the full Board for a vote during the Board's meeting scheduled for March 9, 2021. The Board will empower the Committee to authorize the fiscal agent to assist the board in entering into contract negotiations culminating in a contract.

N. Limitations

1. The MHNCWB is not liable for any cost associated with responding to this RFP and will not authorize such costs as part of the contract with the selected organization.
2. The MHNCWB reserves the right to accept or reject any or all proposals received, to cancel or reissue this RFP in part, or its entirety.
3. The MHNCWB reserves the right to award a contract for any items/services solicited via this RFP in any quantity the Board determines is in its best interest.
4. The MHNCWB reserves the right to correct any error(s) and/or make changes to this solicitation as it deems necessary.
5. The MHNCWB reserves the right to negotiate the final terms of any and all contracts or agreements with proposers selected and any such terms negotiated as a result of this RFP may be renegotiated and/or amended in order to successfully meet the needs of the workforce area.

6. The MHNCWB reserves the right to contact any individual, agency, employer or grantees listed in the proposal, to contact others who may have experience and/or knowledge of the proposer's relevant performance and/or qualifications; and to request additional information from any and all proposers.
7. The MHNCWB reserves the right to conduct an on-site review of records, systems, procedures, including credit and criminal background checks, etc. of any entity selected for funding. This may occur either before or after the award of a contract or agreement. Misrepresentation of the proposer's ability to perform as stated in the proposal may result in cancellation of any contract or agreement awarded.
8. The MHNCWB reserves the right to withdraw or reduce the amount of an award or to cancel any contract or agreement resulting from this procurement if adequate funding is not received from the U.S. Department of Labor via the Massachusetts EOLWD/Department of Career Services or other funding sources or due to legislative changes.
9. Proposers shall not under penalty of law, offer or provide any gratuities, favors, or anything of monetary value to any officer, member, employee, or agent of the MHNCWB for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder.
10. No employee, officer, or agent of the MHNCWB shall participate in the selection, award or administration of a contract supported by WIOA funds, if a conflict of interest, or potential conflict, would be involved.
11. Proposers shall not engage in any activity that will restrict or eliminate competition. Violation of this provision may cause a proposer's bid to be rejected. This does not preclude partnerships or subcontracts.
12. All proposals submitted must be an original work product of the proposers. The copying, paraphrasing or otherwise using substantial portions of the work product from other entities and submitted hereunder as original work of the proposer is not permitted. Failure to adhere to this instruction may cause the proposal to be disqualified and rejected.
13. The contents of a successful proposal may become a contractual obligation if selected for award of a contract. Failure of the proposer to accept this obligation may result in cancellation of the award. No plea of error or mistake shall be available to successful proposer as a basis for release of proposed services at the stated price/cost. Any damages accruing to the MHNCWB as a result of a proposer's failure to contract may be recovered from the proposer.
14. A contract with the selected proposer may be withheld, at the Board's sole discretion, if issues of contract or questions of Federal or State regulatory non-compliance, or questioned/disallowed costs exist, until such issues are satisfactorily resolved. The MHNCWB may withdraw award of a contract if the resolution is not satisfactory to the MHNCWB.

O. Right to an Appeal

Any organization making application under this RFP has the right to file an appeal. Appeals must be filed within fifteen days of the date of MHNCWB's notice to unsuccessful proposers. The MHNCWB Complaint Officer will follow MHNCWB's complaint policy and may decide to hold an informal review of the decision, and then may decide to grant an appeal, deny an appeal, or modify an award based on information provided during the informal review.

If the Complaint Officers determination issued to the appellant *does not* resolve the complaint to the satisfaction of the appellant, the appellant must make a written request of *appeal* and/or request for a formal *appeal hearing* within 15 business days of receipt of the local CO determination to:

Office of the Director
MA Department of Career
Services Charles F. Hurley
Building
19 Staniford Street
Boston, MA 02150
Attention: Complaint/Hearings
Officer

The State Hearing Official's determination must also inform the appellant and respondent that both have the right to appeal the Hearing Official's determination to the U.S. Department of Labor Employment and Training Administration (USDOL ETA). The appeal must be submitted to DOL/ETA within 60 days of the receipt of the state's determination. All appeals must be submitted in writing by certified mail; return receipt requested, to the Secretary, US Department of Labor, Attention: ASET. A copy of the appeal must be simultaneously provided to USDOL ETA Boston Regional I Office and to the opposing party or parties. USDOL must make a final determination no later than 120 days after receiving the appeal.

U.S. Department of Labor
Employment and Training
Administration 200 Constitution Ave,
NW
Washington, DC 20210
Attention: ASET

Employment & Training Administration
U.S. Department of Labor
JFK Building, Room 350
Boston, MA 02203

II. Bidder Response-Proposal Content and Instructions

A. Format Requirements

1. **Pages:** Proposals must be typed, may be single spaced, and must be submitted on 8 ½ by 11-inch plain white paper in 12-point font with 1 inch margins. Double-sided submissions are acceptable, as long as each page is clearly legible. Each page of the proposal, with the exception of the cover sheet should be numbered as "page_ of_), with the name of the bidder on each page. Use the same topic headings, in the same order, as described in Proposal Narrative Requirements section below.
2. **Page Limit:** The page limit for this proposal is twenty (20) (two sided pages) Avoid extraneous narrative and data. The successful Proposer will demonstrate its ability to communicate relevant information to the MHNCWB for objective decision-making in a clear and concise manner.

Number of copies: One complete original, (marked as original) with executed certificates (original signatures of the authorized signatory), plus **seven (7)** exact copies must be submitted for a total of **eight (8) complete proposals**, along with one (1) electronic copy (in .pdf format via a USB flash drive). Each respondent's USB flash drive will be inspected at the technical review to ensure PDF file is found on the device submitted. Any proposal lacking sufficient copies may be considered non-responsive. Completeness of all copies is the sole responsibility of the proposer. Each original and copy should be separately bound, in an appropriate binder. Do not bind professionally.
3. **Authorized Signatory Authority:** the proposer's authorized signatory authority must sign all signature documents in the proposal. This individual should typically be the director, president or chief executive officer of the organization or any individual who has the authority to negotiate and enter into and sign contracts on behalf of the proposer's organization.
4. **Responsiveness:** Proposers that fail to follow the requirements set forth in this document regarding minimum requirements, number of copies and format may be considered non-responsive. The Board reserves the right to reject any or all proposals at their sole discretion.
5. **Contact Information:** Proposers will be required to provide contact information for the individual(s) who can respond to questions regarding the proposal. The contact person should be the individual(s) who are knowledgeable of the proposal and who are authorized to provide information on behalf of the proposer.
6. **Proposal Narrative:** All information required to develop the proposal narrative is contained in Section III.B. of this RFP.
7. **Order of Submission:** The proposal must be submitted in the order outlined below:
 - a. **Proposal Cover Sheet - Attachment 1: Cover Sheet**
 - b. **Table of Contents**, indicating the beginning page for each section and major subsection of the Response, including each attachment.

- c. **Executive Summary**
- d. **Proposal Narrative** - Follow the order in the Proposal Narrative Requirements described in Section B. Proposal Narrative Requirements below, using the same titles for section headings.
- e. **Budget and Budget Narrative**
- f. **Assurances and Certifications** - Follow the order in the Appendices.
- g. **Attachments** - May be attached at the bidder's discretion, but bear in mind the Board's desire to limit extraneous narrative and data. Elaborate or expensive bindings, videos, colored displays, and promotional materials are neither necessary nor desired.

B. Proposal Narrative Requirements

The following requirements apply:

Bidder Eligibility

Demonstrate your organization's eligibility to participate as a WIOA MassHire Career Center Operator/service provider, as described in Section I.C. Eligible Entities and Organizations. Please include your organization's incorporation status and where incorporated, along with that of any partners or subcontractors included in your proposal.

1. Organizational Capacity

- a. **Alignment with WIOA Program Goals.** Briefly describe your organization's mission and/or vision. How does it align with this funding opportunity and its goals? Why is your organization in the best position to deliver an innovative One-Stop delivery system? How does the proposed program of work align with the economy and workforce needs of the North Central Massachusetts Workforce Development Area?
- b. **Experience.** Provide examples of types of relevant contracts the bidder has previously entered into, including type of contracting entity, location of the work, and general types of services provided. Include a description of the bidder's past experience with the One-Stop service delivery model under WIOA or similar programs. Describe any major workforce development achievements the organization has experienced outside of WIOA federal performance standards.

If the organization has previously delivered or currently delivers WIOA services, or has overseen delivery of WIOA service contracts, please provide verifiable performance data for the most recent two program year's available and most recent program monitoring report in an attachment. These can be State, Regional or local performance reports generated through a state or local data management system. Cite the page number for the attachment in this portion of the narrative.

- c. **Data and Performance Management.** The successful applicant will be responsible for tracking services and outcomes in the state case management Massachusetts One-Stop Employment System (MOSES) as well as the local data metrics currently under development. Staff of the One-Stop Operator will be required to complete MOSES training within three months of the award announcement for the Local Workforce Development One-Stop Operator/service provider contract.

The provider will be accountable for the integrity of the data presented and responsible for ensuring that staff are appropriately trained in the use of these systems. Explain how accountability and integrity will be assured throughout the system for this automation. It is mandated that the MOSES data system will serve as the primary information management system for the One-Stop Center, without external supplementation. However, if it is your intent to supplement this with any other information management system(s), please explain. Explain your understanding of automated management systems and their connection to performance standards.

The One-Stop Operator/service provider will be responsible for developing, implementing and overseeing processes to collect, manage and utilize information about the system. How do you measure success for the One-Stop delivery system?

How would you track the performance measures as described in Section II.B.3 Program Outcomes and Deliverables of this RFP?

Describe the strategies to be implemented to ensure federal and state performance standards and local objectives will be achieved.

Describe the methods to be used to measure and track success in addressing the primary objectives outlined in Section II Program Outcomes and Deliverables. Describe how monthly reports will be submitted.

Describe your approach to identifying points in performance that would be "triggers" to take action to avoid performance failure, and how information will be used to make decisions that will improve efficiency and effectiveness.

How will you ensure that providers input timely data entry on program participants and validate program eligibility? Give examples of midcourse corrections made in order to ensure successful outcomes.

The successful applicant must identify assessment instruments to be used and must demonstrate how assessment data will be tracked. Assessment instruments identified should address primary objectives by assisting the service provider in identifying skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs and should lend themselves to pre- and post-assessment opportunities to ensure aggregate data can be tracked.

Provide an assurance that data will be tracked and reported in accordance with all applicable requirements utilizing the MOSES reporting system(s).

- d. **Organizational Structure & Proposed Staff.** The operator/service provider will be required to either name an individual to act as the full-time One-Stop System Manager, or describe the desired qualifications of a new hire. Describe how the System Manager will function in a supervisory capacity at the Center, in particular when dealing with functional supervision of state, merit-based staff that, in many cases, would not be direct reports.

If the individual has already been identified, provide a resume. If the individual will be a new hire, list the qualifications, process for selection, and timetable you will use to identify and hire an appropriate person. Describe any other staff that the bidder believes would be necessary to the success of the operator function. The proposal must include job descriptions for all positions in the organization affiliated with the One-Stop delivery system. Additionally, resumes are required for all organization personnel affiliated with the One-Stop delivery system. For any positions for which no staff have been identified, describe the qualifications sought and the process by which individuals will be selected. Address how you will comply with the right to interview requirements of Interview Rights to Jobs Created of this RFP.

Provide an organizational chart that shows how the staff will fit into the bidder's overall organization.

Describe what precautions are taken to determine whether personnel are suitable to work with vulnerable populations. Currently, the One-Stop Center has a limited number of staff proficient in Spanish. To the extent possible, explain how you will ensure adequate availability of these skills.

How will you manage staff communications and staff satisfaction? How will you manage the process for addressing center grievances (internal and external)? Provide an overview of how you will address staff-turnover and training. How will staff development plans be created and managed?

If the entity has a board, identification of board members (this may be expressed as a link to a website that identifies board members or include an attachment).

2. Program Elements/ Implementation Plan

The MHNCWB has established a One-Stop Delivery system that serves as a community resource for both job seekers and employers to increase the efficiency with which the right person is matched with the right job, and to offer an abundance of career exploration and job readiness resources in a user-friendly, customer-focused, results-driven environment. This system is based on the following WIOA principles:

- Demand Driven focus
- Streamlining services
- Empowering individuals
- Universal access
- Increased accountability
- Strong leadership, oversight and management roles for local Workforce Boards and the private sector
- Local flexibility

In addition the MHNCWB has established the following tenets that must be followed by the successful bidder for one-stop operator/service provider in the North Central Massachusetts workforce region:

1. One stop services and outcomes are Demand Driven and are monitored closely through labor market information and industry sector initiatives that require progressive thinking and innovative solutions.
2. The one-stop is in a visible location, meets all accessibility standards and presents a professional, well-maintained environment; the preferred location will be in walking distance from a bus stop, existing equipment and fixtures must be used or provided at no cost by the operator.
3. The one-stop will provide quality service to all job seekers regardless of age and to all companies regardless of size or industry type, using data as well as customer input to drive both improvement and quality service. Training services should focus on skills gap and customer choice.
4. The one-stop will be run efficiently using Lean and/or other system approaches ensuring efficient and effective investment of public funds and resulting in the attainment of WIOA and other grant performance goals.
5. The one-stop must partner with the MHNCWB to bring in other resources beyond WIOA and must implement services provided through these resources in a seamless fashion to both companies and job seekers. This is an extremely high priority in North Central and we are looking for a provider that has experience with competitive grants and funding and is excited, willing and motivated to enhance the resources in our region for job seekers, businesses and special populations and to meet and/or exceed the performance requirements of these opportunities.
6. The one-stop must fully incorporate WIOA-mandated and other community partners in career center operations through integrated staff management and must also provide services at both the center and in the community.
7. The one-stop will be fully aligned with the MHNCWB strategic plan and Central Region Workforce Blueprint, providing consistent focus on the critical industries and priority populations in the plans.

To this end, the MHNCWB will consider proposals representing the supportive elements of information management, marketing and public relations, service integration and coordination, and facility coordination.

a. Population Served. Describe the two populations to be served, i.e. job seekers and businesses (target populations and eligibility for job seekers and industry sectors). Discuss the proposed philosophy, approach and implementation plan for outreach and recruitment of diverse target groups. Address how the Center will serve people with disabilities, Limited English Proficiency, and prioritized populations (i.e., recipients of public assistance, other low- income individuals, veterans, and individuals who are basic skills-deficient).

Discuss how you would manage your assessment and referral process. How would your agency supervise this function to ensure accuracy? How will you determine appropriateness to minimize the risk of public investment? Not all customers will be determined eligible or appropriate, but the program should still address their workforce needs. Describe the process for ensuring these individuals do not "fall through the cracks."

What will be your process for serving businesses in the region? How do you plan to meet their talent needs? What systems will be in place to quickly and efficiently match job-ready individuals with openings posted with the center?

Discuss how you will ensure that people and companies will know about the services and programs that are available at the center. How will this information and the information for partner services be disseminated? Discuss varying orientation techniques for the Center and the system as a whole.

b. Required Elements. The One-Stop Operator/service provider will be responsible for development and on-going functioning of the MHNCWB One-Stop delivery system and center. The One-Stop system shall include but not be limited to:

- Provision of demand driven services to job seekers and businesses
- Provision of careers services;
- Access to training services;
- Access to employment and training activities;
- Access to programs and activities carried out by all WIOA one-stop partners;
- Access to data, information, and analysis for the local labor market;
- Provision of job search, placement, recruitment, and employment activities.

Bidders are encouraged to read the WIOA legislation and WIOA final regulations to understand the scope of authorized activities.

Describe how required activities will be provided. Describe creative or innovative ideas you have for one-stop system services and how you would implement those ideas (demonstrate knowledge of best practices or evidence-based practices).

- For Information Management. Describe your experience in working with a transactional customer database such as the Massachusetts One-Stop Employment System (MOSES) or another. This may also include on-line tools that jobseekers and one-stop staff could utilize in their job search such as TORQ or similar.
- For Marketing and Public Relations. Describe how you will develop an overall marketing plan. Include your ideas for marketing the One-Stop delivery system and describe marketing techniques you have used in the past. How will you evaluate the effectiveness of marketing strategies? How will you assist the staff in developing a public image for the center(s) and improve public relations?
- For Service Integration and Coordination. It is the MHNCWB's expectation that the center staff of all programs will be organized by function, not by program and with a successful outcome in mind for both businesses and the job seekers. How will you develop and implement a functional approach to multi-partner office operations? Describe your experience with supervision within a multi-partner environment similar to a One-Stop. Describe the process by which operational procedures will be developed.

In addition, the State WIOA Performance Committees have established the attached matrix of goals and metrics. One-Stop Operator/serviced provider Bidder responses must fully describe how their program design will support these goals so that metrics for WIOA service providers, co-located and non-co-located partners will be met.

- For Workshops and Events. The One-Stop Operator/service provider will be expected to coordinate with the Service Provider representatives under the WIOA program and other co-located partners, as well as fulfill business service responsibilities that include developing and providing employer and job-seeker workshops, hiring events, job fairs, and other related services. Describe your related experiences in these areas. Workshops may be topical (financial literacy, parenting, etc. or career-related job search workshops, mock interviews, etc.). Describe the process to ensure that workshops will be relevant and beneficial to customers, as well as the process for determining frequency and timeliness of workshops/events/special programs.

Describe how you will ensure facility compliance with the Americans with Disabilities Act that meets the intent, not just the letter of the law.

How will you develop a plan for assessing the best flow of traffic design? (Provide an example of a customer flow chart that you have operated under in a one-stop environment and the principles behind the selected customer flow)

Describe how facility needs and requirements will be identified. How will facilities be used to maximum potential.

Prepare a time line for full operation of services, assuming full operation of a contract by July 1, 2021 realizing that if there are no grievances a bidder could be notified of their selection as early as January 2021. At a minimum, include:

- Hiring of staff;
- Training of staff;
- Preparation of space: electronic access for all staff available, e-mail accounts assigned, moving time and readiness to begin functions; and
- Full operation in place; all services functional, all agreements in place.

c. Involvement of multiple partners.

MHNCWB has mandated that all partners support an integrated model of service delivery to be able to provide seamless services to anyone entering the career center. Describe how you will integrate services and workflow in the center to achieve this. What is your plan for how seamless service delivery will be accomplished?

3. Program Outcomes and Deliverables

- a. **Performance Measures.** The MHNCWB, Inc. is required to establish local performance measures in order to evaluate program effectiveness and achieve continuous improvement in the delivery of Workforce Innovation and Opportunity Act programs. The following chart is a sample of baseline goals of the One-Stop Center's metrics. Goals and outcomes like these will be negotiated with the selected proposer and will enhance the Boards goals and objectives in our strategic plan.

Goals (sample)	Strategies (sample)	Outcomes (sample)
Increase and Improve Quality of Service to Business	Business focused staff members regularly attend and contribute to sector partnership meetings (tied in with the critical and emerging industries) begun by MHNCWB and other workforce development partner organizations on an on-going basis	Business Services Unit team members host (in collaboration with MHNCWB) 4 sessions with critical industry sectors. (Closer connection to sector needs, building bridge between business needs and job seeker understanding of job requirements.)
Improve Quality of Service to Job Seekers	The Center utilizes an electronic collection device to capture point of contact feedback from the job seeker.	90% of all job seeker responding to the "job seekers point of contact meter" will indicate an overall good or excellent rating.
Improve Quality of Data Resource Management	Produce customized reports on services of business-focused staff to share with Career Center staff on a monthly basis. These include: job listings by critical sectors, in demand occupation as well as by skills sets.	Increased capacity among staff to understand importance of local performance goals.

Provide an evaluation plan including benchmarks, data collection points, proposed analyses, and persons/positions accountable for the Performance Measures you propose to implement for your One-Stop Operator/service provider proposal.

In addition to One-Stop Operator Performance Measures proposed, the MHNCWB may negotiate quarterly benchmarks with the provider by which contract performance of the provider will be measured. The provider will report performance measures to the MHNCWB Executive Director on a monthly basis.

Achievement of measurable Performance Outcomes is a critical expectation of the WIOA Adult, and Dislocated Worker who are accountable for the 15 WIOA measures listed below (an employer measure will be determined and added by the second program year).

Adult	Dislocated Worker	Youth
<ul style="list-style-type: none"> • Employment Rate (2nd quarter after exit) • Employment Rate (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Measurable Skills Gain (real time measure) 	<ul style="list-style-type: none"> • Employment Rate (2nd quarter after exit) • Employment Rate (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Measurable Skills Gain (real time measure) 	<ul style="list-style-type: none"> • Placement in Employment, Education or Training (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Placement in Employment, Education, or Training (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Measurable Skills Gain (real Time measure)

Provide a description of how the One-Stop Operator/service provider will support WIOA service providers and all co-located partners in attaining their Performance Outcome goals for adult and dislocated worker populations? **(This RFP is NOT for Youth Services)** What metrics will allow you to evaluate your support of these goals?

Describe your approach to continuous improvement, including how you will develop additional means for "listening to the customer" beyond written surveys. These could include tools such as Customer Centered Design. How will you ensure all feedback is evaluated? How will you work with the partners to address concerns and service gaps?

- b. **Managing Performance Outcomes.** Discuss your organization's approach to managing performance outcomes, including any additional indicators of performance you have experience managing and believe to be relevant to this RFP.

Describe the strategies to be implemented to ensure federal and state performance standards and local objectives will be achieved. Describe the methods to be used to measure and track success in addressing primary objectives. Describe how reports will be submitted to the Executive Committee and the Board for review and comment.

4. *Fiscal Accountability & Budget*

a. **Financial Capacity.** Provide a description of the administrative and financial management capabilities of the organization. How will contracted funds be kept separate from other funds? How will financial information be made available for monitoring and auditing purposes? What are the qualifications of the organization's key program management and financial staff, and to what extent will they be involved with this project?

Describe your organization's previous experience administering federal, state and private grants and previous funding received for WIOA services. If you are proposing a subcontracting model, do you have experience in managing subcontracts for services including monitoring of subcontractors? How do you ensure proper fiscal oversight and accountability of subcontractors?

Describe your experience with cost reimbursement contracts. How will you provide and fund the start-up costs of the program? Describe how the Bidder's organization will financially support the costs of doing business until an invoice can be submitted and paid by the Board's fiscal agent.

Provide a copy of the two most recent audit reports and management letter for the bidding entity as an attachment, and cite the page number of the attachment in this section of the narrative.

Describe any work you are doing or may be proposing to do in addition to this contract. Estimate what percentage of your overall organization's work would be represented by this contract.

Include the organization's major funding sources. If the proposal is from two or more organizations, whether partners or subcontractors, provide the major funding sources for each.

A Certificate of Insurance should be made available to MHNCWB Inc. at the time of contracting with the successful proposer.

Budget. A budget must be included using the attached budget forms listed in **Attachments**. Costs included in the proposed budget cannot already be paid by another source; they must be actual costs incurred in delivering the proposed services, and these funds cannot supplant funds already received by the proposing organization. Please note that while an "other" category is included, cost should be categorized as "other" judiciously. All costs should be accounted for in the budget line items supported by a strong narrative justifying why the funds are needed/critical to the program.

Give details of the organization's cost allocation method if one is used; e.g., prorating the cost of supplies based on the number of staff, or the cost of salaries based on percentage of time spent on this contract. Please also include details of the organization's indirect cost rate, along with how it was determined, if one is used.

State what contingency plans are in place to repay MHNCWB, in the event that there are any disallowed costs as a result of an audit or monitoring review?

C.References

Provide 3 references. Include: Name of organization, name of contact person, address, phone number, e-mail address, how this contact is familiar with your work, the nature of the work performed, and the start/end dates of the work delivered.

Appendix 1: Certificate of Lobbying Activities

Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) - Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal entity. Such disclosures are forwarded from tier to tier up to the grantee or sub-grantee/non-Federal entity.

Complete and attach the Certificate of Lobbying Activities (SF-LLL):

<https://www.whitehouse.gov/sites/default/files/omb/grants/sfillin.pdf>

Appendix 2: Statement of Assurances

The undersigned party acknowledges and assures that (Provider Name)

_____ and all of its employees responsible for providing the services for which it has applied will abide and comply fully with all state, federal, and local laws, ordinances, rules, regulations and/or executive orders, including but not limited to provisions of the laws listed below:

- WIOA Section 188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity;
- Title VII of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Americans with Disabilities Act (ADA) of 1990 which prohibits discrimination against qualified people with disabilities based on disability;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;
- Debarment and Suspension (Executive Orders 12549 and 12689) -A contract award (see 2 CFR § 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.52. ¹
- 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I-financially assisted program or activity, and to all agreements the contractor makes to carry out the WIOA Title I-financially assisted program or activity. The undersigned understands that the United States has the right to seek judicial enforcement of this assurance.

Name and Title of Authorized Representative

Signature

Date

¹ Appendix II to 2 CFR Part 200 (the 2 CFR)

Attachments:

FY 20 Integrated Budget

FY 21 Integrated Budget

Budget forms

Lobbying Form

Career Center Certification Policy

RFP proposal scoring sheet

Bidders Conference

Jeff Roberge is inviting you to a scheduled Zoom meeting.

Topic: MassHire North Central Career Center Bidders Conference
Time: Nov 12, 2020 01:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/83496042138>

Meeting ID: 834 9604 2138

One tap mobile

+13017158592,,83496042138# US (Germantown)

+13126266799,,83496042138# US (Chicago)

Dial by your location

+1 301 715 8592 US (Germantown)

+1 312 626 6799 US (Chicago)

+1 929 436 2866 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 834 9604 2138

Find your local number: <https://us02web.zoom.us/u/kcLPJve6es>

