Request for Proposals [RFP]

RFP CLOSING DATE: Friday, September 18, 2020
RFP CLOSING TIME: 3:00 PM, Eastern Standard Time

IMPLEMENTATION AND PERFORMANCE MANAGEMENT SERVICES CONTRACT

OIC OF SOUTH FLORIDA

Contract 1 – not to exceed $360K
Contract 2 – not to exceed $500K

Opportunities Industrialization Center of South Florida
An Affiliate of OIC of America, Inc. Est. 1964

3407 NW 9th Avenue, Suite 100
Oakland Park, FL 33309
Phone: (954) 563-3535
www.OICSFL.org
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OIC of South Florida
Request for Implementation and Performance Management Services

INTRODUCTION

The mission of Opportunities Industrialization Centers of South Florida, Inc. (OIC-SFL) is to be a leader in providing quality self-help skills and employment opportunities for disadvantaged and underemployed residents, thus assisting them to become self-sufficient and productive members of society.

OIC of South Florida was reestablished in 2001 and has provided services to the South Florida community for 19 years, serving approximately 13,000 adults and youth per year. OIC-SFL is an affiliate of one of the largest educational, employment training and placement, human capacity-building, industrial and community development organizations in America and abroad. Our parent organization, OIC of America (OIC-A), was established in 1964 and has over 50 years of experience serving the poor, unemployed, underemployed and youth through comprehensive vocational, customized training and support services. OIC-A currently has 41 affiliates in the United States and 18 affiliates internationally.

OIC-SFL prepares people for today’s workforce with quality life-skills development, fundamental and vocational education, superior job skills training, and employment readiness services. We practice the principle of “lending a hand up as opposed to giving a hand out”. Our motto is “Helping People Help Themselves.”

Under the leadership of President and CEO, Newton Sanon, and the OIC-SFL Board of Directors, chaired by Pastor Wayne Lomax, the agency has grown from a budget of $125,000 and 1.5 employees in 2001 to one with a budget of over $10 million and over 100 employees. OIC-SFL has five divisions: Workforce Development, Training and Education, Youth and Family Services, Communications, and Finance and Administration. In addition, OIC has a social enterprise company, OIC Strategic Integration. Over the past 19 years, OIC-SFL has secured and managed various grants and contracts totaling over $60 million.

OIC-SFL promotes its mission through a range of contextualized employment training and workforce development programs as well as youth leadership development and family strengthening programs. OIC-SFL operates programs and services supported by a range of federal, and local funding sources and partnerships with educational institutions, local workforce boards and employers, government agencies, and support service providers. OIC-SFL provides employment and vocational training to thousands of individuals per year, including case management and counseling, mentoring, and wrap around support services to meet participant needs and address barriers.

PURPOSE

The purpose of this Request for Proposals is to seek qualified companies (herein referred to as “Contractor”) who can provide comprehensive program implementation and performance management services that support OIC-SFL’s programs. Contractors must be familiar with OIC-SFL’s commitment to developing an overall strategy to invest and innovate in, evidence-based solutions to best serve our community. Potential Contractors—in coordination with multiple partners—will support reentry solutions, provide economic stability, develop healthy family relationships, direct job placement, and reduce recidivism in Miami-Dade and Broward Counties. Selected contractors must have demonstrated experience in servicing one or both of the following areas.
I. Linking Employment Activities Pre-Release Implementation and Performance Study (Contract 1)

Each year approximately 700,000 inmates are released from state and federal prisons and return to their communities and families. OIC-SFL recognizes that employment is a critical stabilizing factor for returning citizens, and understands the complex issues that often serve as barriers to obtaining employment. Without assistance to make a successful transition, returning citizens face a greater risk of recidivating. When re-entry fails, the societal and economic costs are highly impacted.

Over the past 19 years OIC-SFL has served 10,000 justice involved participants and placed 8,500 re-entry participants into jobs, at an average wage of $12 per hour. This equates to 526 individuals, annually, earning over $13.1 million in wages. These successes have resulted in low recidivism rates within OIC programs. OIC-SFL’s 12-month recidivism rate has ranged from 0% to 6%, averaging 3%. This is less than half of the state’s rate (9%). Due to extremely high crime within Broward and Miami-Dade Counties, state facilities are overcrowded. With a lack of in-depth pre-release services, to address criminogenic needs to help reduce recidivism, there is a documented concern that individuals will repeat the cycle incarceration. OIC-SFL’s Linking Employment Activities Pre-Release (LEAP) implementation study focuses on inmates located in state correctional facilities, that once released, will return to Miami-Dade and Broward Counties. Utilizing evidence based and informed models, and a multi-tier system of support, participants will receive case management, mentoring, education, and career training services that include industry-recognized credentials, and workforce development activities and assistance.

Our programs provide comprehensive support, training, and employment services for eligible participants returning to Miami-Dade and Broward. OIC-SF) and its partners have implemented an integrated strategy which shall lead to placement in unsubsidized employment, training, a. These services includes- case management, mentoring, education, and training that leads to industry-recognized credentials, workforce development activities and follow-up services.

II. Fatherhood – Family-focused, Interconnected, Resilient, and Essential (Contract 2)

Low-income families residing within Miami-Dade and Broward, especially African/Caribbean Black (referred to hereafter as Black) fathers encounter low levels of healthy marriages, early childbirth, high rates of incarceration, increased rates of sexual transmitted diseases, low levels of economic stability, and high poverty. Since 2004, OIC-SFL has integrated a holistic healthy relationships/marriage, economic stability, and fatherhood service delivery. OIC has collaborated on programs with a variety of community-based partners for the Family-focused, Interconnected, Resilient, and Essential (F-FIRE) program.

Studies have shown that involved fathers provide practical support in raising children and serve as models in their development. Children with involved fathers are significantly more likely to do well in school, have health self-esteem, and exhibit empathy and pro-social behavior compared to children who have uninvolved fathers. Over 19 million children live in homes without their biological father. The presence and involvement of a child’s parents protects children from a number of vulnerabilities. Fathers that are engaged, whether living with or apart from their children, can foster a child’s healthy physical, emotional, and social development.
OIC-SFL utilizes a cohort approach where fathers enter the program at the same time, and proceed together through the program together. An innovative aspect of F-FIRE is that it is being led by a workforce development organization with dedicated staff who are not only committed to connecting fathers with their children but are deeply concerned about fathers making a livable wage to help support their family.

Funding Availability: Potential Contractors may not request more than $500,000; funding is dependent on DOL granting the award.

III. Scope of Service

Collaborate with OIC-SFL on performance management and program fidelity to meet organizational and grantor benchmarks for LEAP and F-FIRE programming. The selected vendor will provide training and serve as fidelity auditor to provide OIC-SFL a better understanding of the populations we serve and how to serve them; and help OIC-SFL identify areas to improve our reach, maximize limited resources, and improve the efficiency and effectiveness of programming.

Specific needs include:

- Contractor and OIC-SFL will develop a training and monitoring plan based on the program work plan.
- Assist with the implementation of evidence-based programs and practices and confirm program fidelity.
- Provide guidance in determining the performance measurement system, including development of a training and monitoring plan and oversee implementation of such plan through bi-weekly technical assistance and training.
- Provide monthly dashboards which analyzes and compares performance objectives from month to month.
- Work with the OIC-SFL to establish performance targets that are aligned with the chosen evidence-based and informed models.
- Provide guidance to the Program Managers on analyzing performance data to capture successful services being offered during the performance period.
- Work with OIC-SFL to conduct monthly audits of data entered by OIC-SFL in the DOL reporting system.
- Host bi-weekly meetings with OIC-SFL to discuss performance and program fidelity.
- Produce monthly performance management reports and brief OIC-SFL leadership on project success and challenges.
- Produce quarterly progress and fidelity reports on program outputs and outcomes.
- Review and provide input of OIC-SFL’s submittal of quarterly reports, which include narrative report, status report, and performance report.
- Provide ongoing training and technical assistance to ensure all OIC-SFL project staff are well trained in the use of the DOL reporting system and any survey tools used in the performance measurement system. Provide one-on-one technical assistance to OIC-SFL to ensure smooth implementation.
- Assist in the development, monitor, and training of project staff on key performance indicators, alert OIC-SFL staff when indicators demonstrate lack of program fidelity, and suggest improvements. Review and analyze available program data monthly and provide recommendations for program and quality improvement.
OIC of South Florida

Request for Implementation and Performance Management Services

- Assist in developing monitoring and tracking mechanism on the types of placement.
- Assist in developing and training the OIC-SFL’s employment services on the data collection protocol such as data entry into the online DOL reporting system.
- Assist in the development and training of project staff on job placement and follow-up key performance indicators.
- Monitoring for data integrity and checking performance against national goals.
- Host bi-weekly performance measurement meetings with OIC-SFL staff.
- Provide guidance to the OIC-SFL’s employment services on analyzing job placement data to capture successful job placement trends.
- Assist in the implementation of a sustainability plan for this program.
- Monitor key performance indicators by program and participant, alert OIC-SFL staff when indicators demonstrate lack of program fidelity, and suggest improvements. Review and analyze available program data monthly and provide recommendations for program and quality improvement.
- Review and provide input of OIC-SFL’s submittal of quarterly reports, which include narrative report, status report, and performance report.
- Maintain the performance assessment/measurement used to confirm all components are in place during the follow-up period and to measure progress in meeting milestones for the entire grant period.
- Convene monthly team meetings with OIC of South Florida staff to review project milestones and ensure partner adherence to work plan in order to assist in developing and reviewing all written quarterly performance assessment reports.

PROPOSAL SUBMISSION PROCESS

Respondents to this RFP should possess expertise in meeting the IT needs of dynamic and growing organizations/companies in order to strengthen and enhance the organizational performance and meet the quality standards for the delivery of diverse services to the community.

IV. Proposal Contents

The Proposal Narrative must demonstrate the applicant’s capability to implement the proposed project in accordance with the provisions of this solicitation. The narrative must provide a comprehensive framework and description of all aspects of the proposed project. It must be succinct, self-explanatory, and well organized so that reviewers can understand the proposed project.

The Proposal Narrative is limited to:
- Page limit: may be up to 15 single-sided 8.5 x 11 inch pages. Any materials beyond the specified page limit will not be read or considered.
- Formatting: Double-spaced; Times New Roman 12 pt. font, and 1 inch margins.
- Applicants must number the Proposal Narrative beginning with page number 1.
In addition to the Proposal Narrative, the applicant may submit attachments (proposal budget, financial statements, references, reports and evidence of past performance, any additional information that supports your proposal not mentioned in above categories).

All attachments must be clearly labeled as Attachments. Attachments are excluded from the page limit. Applicants must submit their application in one package because documents received separately, will be tracked separately and will not be attached to the application for review.

The Proposal Narrative must include the following information:

Section 1: Table of Contents
Include a clear identification of the material by section and by page number.

Section 2: Profile and Summary of Qualifications
- Contractor Information: company name, address, e-mail, telephone and fax numbers, and the name of the primary contact person.
- Staff Profile and Capabilities: Describe the qualifications of key staff and service delivery team that will be working on this project and how they will coordinate with designated OIC-SFL staff coordinating IT services. Describe company experience in similar projects, proof of financial stability, and a minimum of 3 industry references.
- The Proposal Narrative: Must contain a statement of qualifications and experience including documentation of performance of services with organizations/companies of similar size and complexity.

Section 3: General Description of the Scope of Work
- Briefly state the understanding of the respondent regarding the work to be done and make a positive commitment to perform the work.
- Briefly discuss how you will meet each of the services desired as described in Section II - Scope of Services. Must provide proof of experience providing similar services as requested through this RFP. Include evidence of the ability to work within tight time constraints.

Section 4: References
List three (3) client references where the client can document the services provided and your company’s experience. References should verify performance, quality of work provided and overall client satisfaction.

Section 5: Budget /Fee Structure
- A proposed fee structure for the project and for all work to be performed including any costs from any anticipated subcontractors or vendors. If the proposer is to use additional subcontractors or vendors, those sub-contractors must be disclosed and the services to be provided.

NOTE: It is not the intent of this Request for Proposal to solicit overly long responses. But it is important that the contractor’s experience and expertise be adequately described.
V. **Bidding Instructions**

A. **Inquiries**

All inquiries related to this Request for Proposals are to be directed, via e-mail, to

**Attn: Procurement Proposal - proposals@OICSFL.org**

Information obtained from any source other than OIC-SFL designated staff is not official and should not be relied upon. All questions and inquiries or communication regarding this RFP must be done in writing to the indicated email address and will be available for public view. To maintain the integrity of this process, we ask that you do not independently contact OIC OF SOUTH FLORIDA staff regarding the RFP. All questions and communication should be in writing and sent to the e-mail designated above. All applicants are encouraged to attend the Bidders Conference to be held on Wednesday, September 2, 2020 at 3:00 pm. All emailed questions will be answered and thereafter posted on line. No further questions will be taken after Friday, September 11th at 3:00 pm.

B. **Sealed Proposals**

Each respondent shall submit only one proposal per Bid Solicitation. A proposal shall an Electronic Version sent in a PDF to **Attn: Procurement Proposal - proposals@OICSFL.org**; The proposal must be segregated into multiple PDFs: (a) proposal narrative (cover page, table of contents, profile and summary of qualifications, general description of scope of work, references and budget/fee schedule; and, (b) attachments, which must be named accordingly and attached separately. Proposals should include a contact name and an e-mail address for correspondence and **shall be submitted no later than 3:00 p.m. EST on September 18, 2020**, to OIC of South Florida, 3407 NW 9th Avenue, Suite 100, Fort Lauderdale, FL 33309. It is the responsibility of the Contractor to ensure that the proposal arrives on time at the right place. Late proposals will be disqualified and returned unopened.

Applications for funding under this Solicitation will be accepted after the publication of this announcement and until the specified time on the closing date. A review panel will carefully evaluate applications against the selection criteria. These criteria are based on the policy goals, priorities, and emphases set forth in this Request for Proposal.
C. Application Timetable

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<th>ACTIVITY</th>
<th>TIMELINE</th>
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<tr>
<td>Grant Announcement Dates:</td>
<td>Tuesday, August 25&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>Available Advertised</td>
<td>Thursday, August 27&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>Bidders Conference - Information Session to review RFP and answer any</td>
<td>Wednesday, September 2&lt;sup&gt;nd&lt;/sup&gt; at 3:00 pm</td>
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<td>questions or concerns</td>
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<td>Deadline for Receipt of Proposals (no exceptions)</td>
<td>Friday, September 18&lt;sup&gt;th&lt;/sup&gt; by 3:00 pm Eastern Standard Time via</td>
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<td>Attn: Procurement Proposal - <a href="mailto:proposals@OICSFL.org">proposals@OICSFL.org</a></td>
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<tr>
<td>Evaluate Proposals</td>
<td>Monday, September 21&lt;sup&gt;th&lt;/sup&gt; – Friday, September 25&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>Review proposals to ensure completeness of applications and forward</td>
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<td>proposals to the Review Committee</td>
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<tr>
<td>Proposal Presentation - Evaluation Interviews</td>
<td>Monday, September 28&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Approve and Announce Award Contracted Vendor List</td>
<td>Wednesday, September 30&lt;sup&gt;th&lt;/sup&gt;</td>
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All dates set forth above are subject to change by OIC OF SOUTH FLORIDA with notice provided.

VI. Evaluation Criteria

All eligible applications will be processed through a three-step review: technical review for eligibility; substantive review of the proposal's content, materials and ability to deliver services proposed; and, finally, President/CEO final review and recommendation of awards to the board of directors.

OIC-SFL selection committee will review the submitted proposals and may select one or more companies or vendors to participate in an oral interview/presentation to further discuss the project, confirm qualifications, time tables, costs and fees. OIC-SFL will, upon review of all submissions and after any oral interview, make a decision and award for one or multiple contracts.

- The technical review consists of pre-application screening that qualifies the application to proceed to the substantive review stage.
- The substantive review is conducted by a proposal evaluation team that may include any combination of staff of OIC-SFL, experts in the field, and/or trained volunteers. Each proposal will receive a substantive review score based on identified rating criteria, included herein. While it is a critical stage in the funding process, the score generated from the substantive review is not the final step in determining whether there will be a funding award.
- For applicants with previous or existing contracts with OIC-SFL, a historical review of contract performance will be conducted to determine the applicant’s ability to provide the services proposed.
All recommendations for awards from the substantive review, historical performance review and site visits/interviews (if conducted) are then considered by the President/CEO. At this stage, consideration is given to other factors such as alignment with the strategic plan and furthering of its purposes.

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<th>Proposal Evaluation Criteria</th>
<th>Maximum Points</th>
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<tr>
<td>Profile and Summary of Qualifications</td>
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<td>Proven understanding of the requested work, description of qualified staff for the requested work and percentage of time designated for assigned staff to accomplish the requested work.</td>
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<tr>
<td>General Description of the Scope of Work</td>
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<td>Proposed Solution Approach to Meeting Scope of Services Requirements</td>
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<td>Project Management Approach - Project Work plan &amp; Project Deliverables</td>
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<td>Cost – Budget/fee structure</td>
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<td>Proposal offered any value-added functionality, products, or services as part of the proposal that demonstrates added value</td>
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<td>Demonstrated technical ability</td>
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<td>References &amp; Experience with similar projects</td>
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<td>Total</td>
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The highest ranking numerical score does not assure a funding recommendation.

Other factors may be considered such as: past performance of the agency including expertise and success of collaborative partnerships, demonstrated achievement of results, performance measures and participant outcomes, relevant experience and qualifications of the applicant and whether the proposed costs of the services are deemed appropriate and reasonable.

Applications that successfully pass all review levels will be submitted to the Finance Committee of the Board of Directors for review and approval. Once the Finance Committee approves funding based on the recommendation of the President/CEO, applicant must begin a negotiation process that may include reframing the proposed scope of services, adjusting the budget or any other changes necessary to comply with the requirements of this solicitation and resulting contract.

The negotiated contract requires that the scope of services has detailed descriptions, performance measures, and that budgets are itemized specifying the use of funds. In addition, contracts will contain or incorporate by reference performance specifications, reporting requirements, monitoring and enforcement provisions that are implemented by OIC-SFL. As noted previously, Board action in approving an award does not establish that all elements of the proposal will necessarily become part of the contract. Staff and ultimately the President/CEO of OIC-SFL (or designee) are responsible for establishing a contract with the applicant (now contractor) that materially comports to the award made.

OIC-SFL shall make the final decision. When OIC-SFL has selected the successful respondent, contract negotiations will begin. If contract agreement cannot be reached with the selected respondent, negotiations with that firm shall be formally terminated, and OIC-SFL shall negotiate with their next selection until agreement is reached. At
any time during the negotiations, OIC-SFL may choose to modify the choice of a selected respondent if OIC-SFL
determines that such a change is in the best interest of OIC-SFL.

OIC-SFL reserves the right to reject any or all proposals submitted and may award contract, at its sole discretion,
in the best interest of OIC-SFL to Contractor proposal most responsive to the needs of the organization. OIC-SFL
further reserves the right before recommending any award to inspect the facilities, organization, and financial
condition or take any other action necessary to determine the ability to perform in accordance with specifications,
terms and conditions.

TERMS, CONDITIONS AND OTHER REQUIREMENTS

I. Agreement

A contract will be negotiated after the award for any work to be performed as a result of this RFP. The RFP, the
proposal, and the resulting contract will constitute the complete agreement between respondent and OIC-SFL.

OIC-SFL reserves the right to terminate any contract resulting from this RFP, at any time and for any reason, upon
giving thirty (30) days prior written notice to the other party. If said contract should be terminated without cause
as provided herein, OIC-SFL will be relieved of all obligations under said contract.

The contractor will have the option to terminate the contract without cause upon written notice to the President
and CEO, with a copy to the Director of Finance. Such written notice must be received at least thirty (30) days
prior to the effective date of termination.

II. Trade Secret and Confidential Materials

If the application includes material which is deemed a trade secret (as defined by Section 812.081, Florida
Statutes (FS)) or other confidential material exempt from the provisions of Chapter 119, FS, which the applicant
does not wish to become public record, the following statement should be included in the application:

Trade Secrets as defined by Section 812.081, FS, or other confidential materials contained on applicable pages of
this application shall not be used or disclosed, except for evaluation purposes. This restriction does not limit the
OIC-SFL right to use or disclose the information designated as trade secrets or confidential which is obtained from
another source.

Any exemption claimed will be limited to the pertinent data/documents and must be supported by a statutory
exemption. Notwithstanding anything to the contrary, nothing contained in the application shall be deemed or
interpreted to restrict or prevent OIC-SFL from complying with the disclosure requirements of Chapter 119, FS,
when material is incorrectly identified as a trade secret or confidential information. By submitting an application,
the applicant covenants not to sue OIC-SFL and waives any claim against OIC-SFL arising under Chapter 119, FS
or in connection with or as a result of any disclosures by OICS-FL in connection herewith.
III. Federal and State Tax

OIC-SFL is exempt from federal and state taxes for tangible personal property, sales taxes, and intangible taxes. The President and CEO will sign an exemption certificate submitted by the successful respondent(s). Respondent(s) doing business with OIC-SFL will not be exempted from paying sales tax to their suppliers for materials to fulfill Contractor’s obligations with OIC-SFL, nor will any respondent be authorized to use OIC-SFL’s Tax Exemption Number in securing such materials.

IV. Legal Requirements

It shall be the responsibility of the provider to be knowledgeable of all federal, state, county and local laws, ordinances, rules and regulations that in any manner affect the items covered herein which may apply. Lack of knowledge by the respondent(s) will in no way be a cause for relief from responsibility.

Respondent(s) doing business with OIC-SFL are prohibited from discriminating against any employee, applicant, or client because of race, creed, color, national origin, gender, sexual orientation, or age with regard to but not limited to the following: employment practices, rates of pay or other compensation methods, and training selection.

V. Ownership of Intellectual Property Rights

The Parties agree that their service to OIC-SFL will include the exposure to and sharing of private, confidential, proprietary information and trade secrets regarding the nature and scope of OIC-SFL’s programs, training, community partners, consultants, grant parameters, key stakeholders, and amounts of funding and participants. The Parties agree that this information is invaluable and that the dissemination outside of the specific parameters of their service to OIC-SFL would be of great harm and endanger the business operations of OIC-SFL’s. Therefore:

- Except for the rights expressly granted to the Contractor under this Agreement, OIC of South Florida will retain all right, title and interest in and to any Proprietary or Licensed Technology used, data independently conceived, generated, developed or shared with contractor or its personnel during the term of this agreement.
- OIC-SFL reserves a nonexclusive and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use for OIC-SFL’s purposes: i) the copyright in all products developed under the proposal, including a sub-contract or contract under the proposal; and ii) any rights of copyright to which the Contractor, sub-contractor purchases ownership under an award (including, but not limited to, curricula, training models, technical assistance products, and any related materials). Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise.
- As of the date hereof, Contractor acknowledges and agrees that it has no ownership or other rights in perpetuity to any intellectual property, reports, data or Confidential Information developed, conceived, shared or embodied as part of the work for which Contractor shall be engaged in for OIC-SFL.
- The Parties agree that nothing in this Agreement is to be construed to grant, imply or convey ownership of Intellectual Property Rights to Contractor’s work product developed in the course of their service to OIC-SFL.
VI. Conflict Of Interest

All respondents must disclose in their Profile and Summary of Qualifications the name of any officer, director, or agent who is also an employee or member of the Board of Directors of OIC-SFL, and or related to either. All respondents must disclose the name of any OIC-SFL employee or Board member who owns, directly or indirectly, any interest in the respondent’s business or any of its branches. All respondents must disclose any business or personal relationships with any officer, director, subcontractor or employee of OIC-SFL.

VII. Public Information

All submitted proposals, and information included therein or attached thereto, shall become public record upon their delivery to OIC-SFL in accordance with Chapter 119, Florida Statutes. All questions and inquiries or communication regarding this RFP must be done in writing to proposals@OICSFL.org and will be available for public view.

VIII. Right to Reject Proposals and Waive Non-Material Irregularities

OIC-SFL reserves the right to: accept or reject any or all proposals; waive any non-material irregularities and technicalities; and may, at its sole discretion, request a clarification or other information to evaluate any or all proposals. OIC-SFL reserves the right, before awarding the contract, to require respondent(s) to submit evidence of qualifications or any other information OIC-SFL may deem necessary.

Selection of a company/contractor does not constitute approval of the application as submitted. Before the actual contract is awarded, OIC-SFL may enter into negotiations about such items as proposal service components, staffing and funding levels, and administrative systems in place to support proposal implementation. If the negotiations do not result in a mutually acceptable submission, the Selection Officer reserves the right to terminate the negotiations and decline to fund the application.

IX. Record Retention

Contractor must be prepared to follow Federal guidelines on record retention, which require contractor to maintain all records pertaining to contract activities for a period of not less than three years from the time of final contract close-out.